

Mark A. Helms, MPA

Chief of Police (Ret.)

MDH Solutions LLC

Public Safety & Police Practices Consulting

Folsom, CA | (209) 639-4077

www.mdhsolutionsllc.com

Professional Summary

I am a California public safety professional with more than 30 years of diverse law enforcement experience serving in city, county, and state government as well as public education and private-sector consulting.

Areas of Expertise

- Law Enforcement & Institutional Operations
- Police Misconduct Analysis
- Police Executive Search & Selection
- Employee Discipline
- Police Executive Performance & Misconduct Review
- Use of Force Analysis
- Employee Performance Appraisal & Improvement
- Workplace Investigations
- Officer-Involved Critical Incident Review
- Campus Policing
- Peace Officer Screening & Selection
- Policy Development & Analysis

Education & Executive Training

- Master of Public Administration (MPA) – California State University, Stanislaus
- Bachelor of Arts, Management – Saint Mary's College of California; Moraga, CA
- Associate of Arts, Public Safety – San Joaquin Delta College; Stockton, CA
- FBI National Academy, Session 221 – Quantico, VA
- California Law Enforcement Command College, Class 47 – Folsom, CA

Chronological Career Summary

San Joaquin County Sheriff's Office, 1984-1985

My career began with the San Joaquin County (CA) Sheriff's Office, where I worked as a non-sworn Custodial (corrections) Officer in the Men's Jail. My assignments included daily rotations in the functional areas of booking, intake, receiving, central control, general population, administrative segregation, transportation, and office/administration.

Stockton Police Department, 1985-2011

In 1985, I joined the Stockton Police Department (CA) as a Police Officer and eventually achieved the rank of Deputy Chief of Police. During my 26-year tenure, my assignments and ranks included Patrol Officer, Field Training Officer, Patrol Supervisor, Traffic Supervisor (motorcycle), Patrol Watch

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Commander, Community Policing District Commander, Officer-Involved Critical Incident Investigations Team Supervisor & Commander, Division Captain, and Bureau Chief. In executive roles, I held command assignments in every Bureau and Division of the 650-member Department including patrol, investigations, and administration. Stockton is a community of more than 300,000 residents. The Police Department's annual budget at the time was more than \$100 million.

Lodi Police Department, 2011-2015

In 2011, I was appointed Chief of Police in the City of Lodi, CA (population 65,000), where I was responsible for a staff of more than 100 full time employees including 70 sworn officers and more than 30 professional staff. The Police Department's budget was \$18 million.

As Police Chief, I introduced best practices, launched an evidence-based strategy that effectively reduced gang violence, and implemented a multidisciplinary task force that addressed the effects of homelessness on the community. I was the Department's hiring authority and oversaw all aspects of employee selection, retention, training, misconduct findings and discipline up to and including termination.

Serving as chief, I also represented the area's municipal police departments by serving on the Executive Board of San Joaquin County's Community Corrections Partnership, an appointed body responsible for implementing policy driven by California's Public Safety Realignment laws and created a multi-agency task force that addressed realignment offenders. Finally, I served as a member of the Board of Directors of the California Police Chiefs Association and President of the Central Sierra Police Chiefs' Association. I retired honorably in 2015.

UC Davis Health, 2016-2018

After serving two semesters as an Adjunct Associate Professor of Criminal Justice at San Joaquin Delta College in Stockton, CA, I joined the University of California, Davis, Health System (UC Davis Health) in Sacramento, CA, as an Investigator. In this position, I examined employee misconduct allegations, workplace violence incidents involving clinical and non-clinical staff, and contributed to the development of the University's Workplace Violence Prevention (WPV) Program and policy. I also chaired a crisis intervention Advisory Group for clinical and non-clinical staff and developed a WPV prevention training plan that emphasized de-escalation.

Office of Law Enforcement Support, 2018-Present

In 2018, I was appointed Training Manager for the California Health & Human Services Agency's Office of Law Enforcement Support, a Sacramento-based police oversight organization that investigates peace officer misconduct allegations in California's State Hospitals and Developmental Centers. In 2020, I advanced to Special Consultant (a Career Executive Appointment) wherein I provide high level law enforcement expertise and analysis to the Chief and Agency.

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Public Sector Search & Consulting, Inc., 2019-Present

In 2019, I joined Public Sector Search & Consulting, Inc., of Rocklin, CA. As a Senior Consultant, I conduct law enforcement chief executive searches nationally for cities, universities, colleges, and special districts. To date, I have successfully completed more than 10 chief law enforcement executive searches for cities, special districts, colleges, and universities in California, Arizona, Colorado, and Michigan. I provide expertise to clients on the complexities of law enforcement executive suitability and selection, conduct extensive candidate screening, and provide mentoring and professional development advice to applicants.

MDH Solutions LLC, 2024

With my broad experiences in local government, state service, health care safety, and private executive consulting, I founded MDH Solutions LLC in 2024.

Police Practices Expertise

As an executive recruiter, I assess experienced police leaders to evaluate their suitability for chief executive positions, providing complex analyses and recommendations to clients/hiring authorities, e.g., City Managers, Human Resources Directors, and College and University Search Committees and Presidents/Chancellors.

As a Special Consultant to the Chief of Law Enforcement Support at the California Health & Human Services Agency, I provide high level police expertise and analysis of peace officer misconduct, performance, policy, and practice matters involving secure facilities of the Department of State Hospitals and Department of Developmental Services. I also serve as the Training Manager and Firearms Instructor/Rangemaster for the office's sworn personnel.

As a Police Chief, I led all aspects of the full-service Department's operation including its \$18 million budget and more than 100 employees and dozens of volunteers. I was the hiring authority and vetted and selected employees for promotion, and the final stop on all disciplinary matters which included reviewing complex workplace investigations and findings, imposing discipline, and addressing appeals that sometimes followed. I took part in dozens of meetings with the City Attorney, outside counsel, expert witnesses and, on occasion, prosecuting attorneys when considering disciplinary outcomes and assessing whether criminal/Brady factors were present. I contributed to confidential Department Head and closed-session City Council meetings wherein I opined on litigation involving the city and its employees.

As a Deputy Police Chief and Captain, I analyzed more than 100 internal affairs investigations of employee misconduct. I reviewed investigative reports to determine whether policy violations occurred and formulated disciplinary recommendations for the Chief's consideration, when appropriate. I considered aggravating and mitigating factors, including past practice, when recommending discipline, and I assessed whether policy or training revisions were necessary. I testified before the Civil Service

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Commission and during employee arbitration hearings in at least 12 formal discipline and probation rejection matters. I was also the City's expert witness in several workers compensation cases and civil litigation matters.

As a Lieutenant, I commanded the Department's Critical Incident Investigations (CII) Team, which conducted administrative investigations on behalf of the City Attorney. These investigations were conducted from both a criminality assessment and a civil perspective, emphasizing the early identification of civil liability factors that arise from police action.

As a Police Sergeant assigned to patrol, I was a first-line supervisor who responded to officer-involved shootings, use of force incidents, vehicle pursuits, emergency vehicle collisions, and more. I assessed the circumstances of those incidents, which included the identification of law and policy violations. As a sergeant assigned to the Traffic Section, I supervised the investigations and reconstructions of serious collisions involving emergency vehicles.

Advanced Leadership Training

- California POST Executive Development Course, San Mateo, CA – 2013
- Law Enforcement Executive Development Seminar (80 hours), Federal Bureau of Investigation, Quantico, VA – 2014
- Law Enforcement Executive Development Seminar (40 hours), Federal Bureau of Investigation, Sacramento, CA – 2008
- Pointman Leadership Institute (Character/Ethics), Central Sierra Police Chiefs Association, Truckee, CA – 2011
- Leadership Stockton community leadership program, Greater Stockton Chamber of Commerce, Class of 2000.

Awards & Recognition

- Recognition for Service to the Board of Directors, California Police Chiefs Association – 2015
- Recognition for Leadership to the Executive Committee, Community Corrections Partnership of San Joaquin County – 2015
- Recognition for Services to the Sikh Community, Sikh Temple Stockton – 2012
- Dean's Award of Academic Excellence, California State University, Stanislaus – 2007
- Distinguished Senior Project Award for *Reorganization of a Police Cadet Program*, Saint Mary's College of California – 1999

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- Honorary Police Sergeant, Lodi Police Department – 1999
- Mothers Against Drunk Driving (MADD) Award for work combatting impaired driving – 1999.

Employment History Detail

2024 – Present

Public Safety Consultant (Self-Employed)

MDH Solutions LLC, Folsom, CA

www.mdhsolutionsllc.com

2019 – Present

Senior Consultant

Public Sector Search & Consulting, Inc.

Rocklin, CA

[Public Sector Search & Consulting - Executive Recruiting & Consulting](#)

2018 – Present

Training Manager & Special Consultant (Career Executive Assignment – A)

California Health & Human Services Agency, Office of Law Enforcement Support

Sacramento, CA

[Office of Law Enforcement Support - State of California](#)

2016 – 2018

Investigator / Employee Relations Representative

UC Davis Health

Sacramento, CA

[UC Davis Health | University of California, Davis](#)

2015 – 2016

Adjunct Associate Professor, Administration of Justice

San Joaquin Delta Community College

Stockton, CA

[Administration of Justice \(deltacollege.edu\)](http://Administration of Justice (deltacollege.edu))

2011 – 2015

Chief of Police

City of Lodi Police Department

Lodi, CA

[Lodi Police Department | Lodi, CA](#)

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1985 – 2011

Police Officer, Sergeant, Lieutenant, Captain, Deputy Chief of Police

City of Stockton Police Department

Stockton, CA

[Stockton, CA \(stocktonca.gov\)](http://stocktonca.gov)

1984 – 1985

Custodial Officer

San Joaquin County Sheriff's Office

French Camp, CA

[Welcome to The San Joaquin County Sheriff's Office | San Joaquin County Sheriff's Office](#)

Articles & Works

Behind the Badge: Combating Gang Crime, Editorial to the Lodi News Sentinel

- Part 1: December 5, 2011

[Combating gang crime: Part 1 | Behind the Badge | lodinews.com](#)

- Part 2: December 12, 2011

[Combating gang crime: Part 2 | Behind the Badge | lodinews.com](#)

Law Enforcement Command College Future Studies Report and Article: *Prison Downsizing: Mitigating the Impact on California Cities*, 2010 (Not Published).

Stockton Police Department Assignment History

Deputy Chief	Patrol, Investigations, Administration Bureau Chief	2005 – 2010
Captain	Investigations & Administration Bureau Chief	2010 – 2011
Captain	North Police Facility Station Commander	2004 – 2005
Captain	Field Services Division Commander (Patrol, Community Policing, Community Services)	2003 – 2004
Lieutenant	Officer-Involved Critical Incident Investigations Commander	2000 – 2003
Lieutenant	Community Policing District Commander	2003 – 2003
Lieutenant	Patrol Watch Commander	2000 – 2001

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Sergeant	Patrol - Community Policing Supervisor; Officer-Involved Critical Incident Investigations Supervisor	1998 - 2000
Sergeant	Traffic Section / Traffic Safety Grant Administrator	1996 - 1998
Sergeant	Patrol	1994 – 1996
Police Officer	Background Investigations & Special Projects	1992 – 1994
Police Officer	Patrol, Field Training Officer	1985 – 1992

Career Highlights & Accomplishments

Public Sector Search & Consulting, Inc.

- As a Senior Consultant and recruiter, I have extensively vetted and placed more than 10 chief law enforcement executives in cities, special districts, colleges, and universities in California, Arizona, Colorado, and Michigan; I advise clients on complexities of law enforcement executive suitability and selection and provide extensive mentoring and professional development advice to police chief candidates.

Office of Law Enforcement Support (OLES), CA Health & Human Services Agency (CalHHS)

- Provide high-level law enforcement expertise to the Chief of OLES, Department of State Hospitals, Department of Development Services, and their parent organization, CalHHS.
- Assisted the OLES with its successful bid to join the California Peace Officers & Standards (POST) Program; developed a training plan and managed training for all sworn members; and maintained compliance with all POST standards and regulations.
- Serve as POST-certified Training Manager and Firearms Instructor/Rangemaster.
- Complete pre-employment background investigations on sworn members and executive candidates (Police Chief applicants) for the Department of State Hospitals.
- Completed complex internal affairs investigations on misconduct allegations involving sensitive and high-profile matters; opine on complicated police and employee misconduct allegations.
- Reviewed and analyzed the Department of State Hospitals' Office of Protective Services 2024 use of force policy revision, reporting and review criteria, and comprehensive training curriculum.

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UC Davis Health

- Contributed to the development and implementation of the Health System's Workplace Violence Prevention Program per law.
- Chaired a crisis intervention Advisory Group implemented by the Executive Director of Patient Care Services
- Obtained certification in Crisis Prevention Institute's (CPI) non-violent crisis intervention/de-escalation training program.
- Coordinated clinical and non-clinical staff who developed a violence prevention plan based on CPI curriculum.
- Conducted WPV education and awareness presentations for senior leadership and clinical management.

City of Lodi Police Department

- Restructured the organization and redefined its mission to promote best practices, transparency, and contemporary policing methods.
- Introduced 21st Century Policing, Procedural Justice, and Police Legitimacy.
- Implemented Lexipol policy system.
- Restructured internal affairs process including IA Pro and Blue Team programs.
- Increased officer accountability by revising and standardizing use-of-force reporting and review practices.
- Purchased and issued less-lethal electronic control devices to every sworn member of the Department to improve safety, enhance force options, and reduce the frequency of officer-involved shooting incidents and near misses.
- Acquired grant funding and implemented an evidence-based, multi-disciplinary strategy that reduced gang crime more than 70 percent.
- Collaborated with government, business, and community leaders to develop a multi-disciplinary task force that developed a strategic plan to address the effects of homelessness.
- Represented the region's municipal police chiefs on the Community Corrections Partnership's Executive Committee, a San Joaquin County policy body that oversees California's Public Safety Realignment laws (AB 109).

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- Obtained funding for an innovative multi-agency task force that focuses on Realignment offenders using best practices and a hybrid of enforcement and rehabilitation strategies.
- Past President of the Central Sierra Police Chiefs' Association and member of the Board of Directors of the California Police Chiefs Association, serving as a leader and resource to police chiefs in Northern California.

City of Stockton Police Department

- Commanded all functional areas of the Police Department.
- Managed high-profile and sensitive criminal and administrative investigations of officer-involved fatality incidents, use of deadly force, controversial police action, and misconduct allegations against public officials.
- Proposed and implemented policy and operational revisions; reviewed Internal Affairs investigations and recommended employee discipline; prepared staff reports, city council communications/agenda items, and confidential/sensitive documents.
- Worked with City staff, elected officials, and marijuana advocates to develop a local ordinance to regulate medical cannabis dispensaries.
- Served as co-chair of the Kentfield Action Team, an innovative multidisciplinary community policing consortium that used innovative measures and best practices to successfully address crime, blight, and quality of life issues in a diverse neighborhood that is plagued with poverty and crime.
- Worked collaboratively with a city councilmember, deputy city manager/economic development executives, and staff from multiple departments to develop and implement an innovative program that combatted graffiti blight.
- Managed the decentralization of the Department's patrol resources by opening the North Stockton Police Facility substation and serving as its first commanding officer, leading as staff of more than 120.
- Led efforts to develop an operational plan and managed the Stockton Asparagus Festival's move from a county park to downtown Stockton, a major special event that attracted 100,000 people over three days.
- Restructured functional areas staffed by civilian employees to promote efficiency and improve effectiveness.
- As a Lieutenant, managed the Critical Incident Investigations (CII) team, a specialized detail responsible for examining officer-involved fatal shootings and events.

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- As a Lieutenant, assigned Commander of Park District, leading patrol and community policing/problem solving efforts in a culturally diverse district affected by poverty, illicit drugs, gangs, and violent crime; developed relationships and built trust with residents and community leaders, business groups, and non-profit organizations.
- Supervised the officer-involved Critical Incident Investigations (CII) team.
- Managed the Senior Cadet volunteer program (participant ages 18-23).
- As a Sergeant assigned to the Traffic Section, supervised major collision investigations and administered major traffic safety grants funded by the California Office of Traffic Safety.
- Conducted pre-employment background investigations of police applicants.
- Reviewed and revised several Departmental policies.
- Wrote the Department's first policy on Emergency Protective Orders (EPOs) to protect domestic violence victims.

Law Enforcement Executive Searches and Placements

• City of Pinole, CA	Chief of Police	2024
• Los Rios Community Colleges, Sacramento, CA	Chief of Police	2024
• S.F. Bay Area Rapid Transit District (BART), CA	Chief of Police	2023
• California State University, Fullerton	Chief of Police	2022
• City of San Luis Obispo, CA	Chief of Police	2021
• Town of Tiburon, CA	Chief of Police	2021
• Sonoma State University, CA	Chief of Police	2020
• Mott Community College, Flint, MI	Director of Public Safety	2020
• Town of Payson, AZ	Chief of Police	2019
• City of Wheat Ridge, CO	Chief of Police	2019
• City of Rohnert Park, CA	Director of Public Safety	2018

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Leadership Contributions

- National Policing Institute (formerly The Police Foundation), Washington, DC 2016 – 2021
Executive Fellow
- California Police Chiefs Association - Sacramento, CA 2011 – 2015 Board of
Directors Member & Region Representative; Law & Legislation Committee Member; Public
Perception Committee Chair (police militarization focus group)
- Central Sierra Police Chiefs Association, California 2011 – 2015
President, Vice President, General Member
- POST Regional Executive Workshop, Truckee, CA 2014
Host, Facilitator, and Presenter.

Prominent Law Enforcement Training

- California POST Symposium (Senate Bill 2/Police Decertification), Sacramento, CA – 2024
- Police Chief Annual Symposiums/Advanced Training Seminars, California Police Chiefs Association
– 2012, 2013, 2014, 2015, 2016, 2022
- IACP Annual Conferences, International Association of Chiefs of Police – 2012, 2014, 2015
- POST Regional Executive Workshop, Truckee, CA – 2011
- FBI National Academy Associates, California State Conference, Santa Barbara, CA – 2007
- POST Role of the Chief Course, Sacramento, CA – 2007
- Criminal Intelligence for Police Executives, CA Department of Justice, Monterey, CA – 2006
- POST Leadership and Accountability Course (Employee Performance), Napa, CA – 2002
- POST Management Course, San Jose State University, Monterey, CA – 2001
- POST Assertive Supervision Course, Napa, CA – 1998
- POST Supervisory Course, Santa Rosa, CA – 1994
- POST Field Training Officer Course, San Jose, CA – 1989

Technical Training (Partial List)

- POST Background Investigation Update, Sacramento, CA – 2023

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- POST Background Interview Strategies, Folsom, CA – 2022
- POST Beyond Bias; Racial & Identity Profiling, Webinar – 2000
- POST Background Investigation Update, Roseville, CA – 2021
- POST Firearms Instructor Update, McClellan, CA – 2021
- POST Use of Force Standards (Assembly Bill 392), Webinar – 2019
- POST Background Investigation Update, Roseville, CA – 2019
- POST Training Managers' Course, Windsor, CA – 2019
- Security/Firearms Certification, CA Bureau of Security & Invest. Services (BSIS) - Stockton, CA, 2017
- Non-Violent Crisis Intervention Instructor, Crisis Prevention Inst., UC Davis Health – 2017
- WAVR-21 (Workplace/Campus Violence Risk), Woodland Hills, CA – 2016
- Virginia Tech Shooting Debriefing, FBI NA Conference, Santa Barbara, CA – 2007
- Officer-Involved Critical Incidents (Use of Force), San Joaquin District Attorney, CA – 2004
- Officer-Involved Shootings (Use of Force), California Peace Officers Association – Napa, CA 2002
- Officer-Involved Critical Incidents (Use of Force) – San Joaquin County District Attorney – 2000
- Managing Civil Disobedience, CA Peace Officers Association/Los Angeles PD – 1999
- Active Shooter Response, Walnut Creek, CA – 1999
- Police Pursuit Liability, California Peace Officers Association, Petaluma, CA – 1999
- Cultural Diversity/Tools for Tolerance, Wiesenthal Museum, Los Angeles, CA – 1998
- Motorcycle Enforcement Training Program, CHP Academy, West Sacramento – 1996
- Internal Affairs Investigations, San Jose, CA – 1995
- Officer Involved Fatal Incidents/Use of Force, San Joaquin District Attorney, CA – 1994
- POST Interview and Interrogation, Santa Rosa, CA – 1994

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- POST Background Investigations, San Jose, CA – 1993
- Firearms Instructor Course, FBI/Stockton Police Department, Stockton, CA – 1992
- POST Basic Police Academy, Los Medanos College, Pittsburg, CA – 1985
- Jail Operations Course, Modesto Junior College – 1984.

Professional Organizations

- International Association for Healthcare Security and Safety (IAHSS)
- Association of Threat Assessment Professionals (ATAP)
- Central Sierra Police Chiefs' Association, President (2014-2015); Vice President (2013-2014)
- California Police Chiefs Association (CPCA), Board of Directors (2012-2015)
- California Police Chiefs Association (CPCA), Law and Legislation Committee (2011-2013)
- International Association of Chiefs of Police (IACP)
- Federal Bureau of Investigation, National Academy Associates (FBI NAA)
- Police Executive Research Forum (PERF)
- California Peace Officers Association (CPOA)
- Peace Officers Research Association of California (PORAC).

Certifications

- POST Executive Certificate – 2013
- POST Management Certificate – 2003
- POST Supervisory Certificate – 1998
- POST Advanced Certificate – 1994
- POST Intermediate Certificate – 1990
- POST Basic Certificate – 1986
- State of California BSIS Guard Card and Firearm Permit (not current).