



NACOLE Candidate Election Questionnaire

Name: Jayson Wechter

Position Sought: Board Member At-Large

Geographic Location: San Francisco

Current Employment: Retired (May 2025) from Berkeley Office of the Director of Police Accountability

1. How long have you been involved with NACOLE, and how did you initially become involved?

I attended my first NACOLE conference in 2003, when I was working as an investigator at the San Francisco Office of Citizen Complaints (now known as the Department of Police Accountability). Attending that conference was a transformative experience. I found a community of like-minded, supportive and committed oversight practitioners and community members. I met experienced oversight leaders and experts from whom I learned and was inspired to greater excellence in my work. I have attended every NACOLE conference since then (except for 2018 and 2019, when I was working outside the oversight field).

I served on the NACOLE Board of Directors from 2007 – 2014, and from 2022 to the present

2. Which NACOLE Committees have you served on? Have you had other involvement in NACOLE as a volunteer?

I have served as an At-Large Member of the NACOLE Board of Directors since 2022. During that time, I co-chaired NACOLE's Training, Education and Standards committee, which produced 22 webinars. I organized several of them, including "Understanding Use of Force in Effecting Arrests," "Digital Video Evidence: A Brief Introduction," "Social Media and the World of Online Investigation," and "Investigating Police Surveillance Techniques." I also instituted a 30-minute post-webinar Zoom discussion where attendees ask additional questions and have a dialogue with the presenters.

In 2012, I served on the Ad Hoc Committee that established NACOLE's Scholarship Program. I chaired the 2010-2011 Sub-committee that established NACOLE's Achievement in Oversight / Contribution to Oversight Award and set criteria for the NACOLE Flame Award.

Prior to 2022, I served on the following NACOLE committees:

Conference Committee, 2024; 2014 – 2015; Chair, 2007
Jail & Prisons Committee, 2023
Training, Education and Standards Committee, 2020 - 2022
Strategic Planning Committee, 2017 - 2020
Membership Engagement & Outreach Committee, 2015 -2017
Website Committee, 2014 – 2016; 2010 - 2011
Professional Standards Committee, 2012 - 2014; Co-Chair, 2007 - 2010
Editor, NACOLE Review, 2008 - 2010

In March 2023, I created NACOLE's monthly Investigators Forum and have hosted it since then. Each month, 10 to 25 oversight investigators join the forum to network, share information about training, technology and resources, and discuss common problems and issues.

Since 2021, I have assisted with NACOLE's contracted training for 12 different oversight boards and commissions, by conducting a 90-to-120-minute online presentation on "Effective Practices in Conducting and Reviewing Oversight Investigations."

I have given presentations or participated on panels at NACOLE conferences and in NACOLE webinars on "Interview Skills For Investigators," "Assessing Credibility," "Investigating Use Of Force," "Investigating Crowd Control Incidents" and "Planning And Prioritizing Investigations." At the 2025 NACOLE conference, I will be one of the leaders of the Sunday Investigators Forum offering specialized training for oversight investigators.

3. Please share highlights of your background/experience in law enforcement oversight.

I became involved in law enforcement oversight in 1982, when I worked on the campaign to establish the San Francisco Office of Citizen Complaints (OCC). I began working at the OCC on its first day of operation in 1983 as one of its inaugural supervising investigators.

After leaving the OCC and working at the San Francisco Public Defender's Office and in private practice, I returned to the OCC in 1998 and worked there until 2017. I conducted hundreds of investigations, including complex officer-involved shootings, allegations of unwarranted searches and arrests, and biased-based policing. I also designed the OCC's training program for new investigators and wrote many of the criteria used to evaluate investigator performance.

In 2020 - 2021, I conducted a major investigation for the Oakland Community Police Review Agency (CPRA) into the Oakland Police Department's handling of the George Floyd protests. After completing that assignment, I was hired at CPRA as a supervising investigator. From 2023 until 2025, I was an Investigator with the Berkeley Office of the Director of Police Accountability.

I also worked on two community-based campaigns to establish or strengthen oversight agencies, including one to establish civilian oversight of the San Francisco Sheriff's Department. In 2021, I was appointed to this Oversight Board, where I served as its inaugural President.

4. Why do you want to serve on NACOLE's Board? What makes NACOLE's mission important to you?

I want to continue serving on NACOLE's Board so I can complete work on current projects and begin new projects that will benefit NACOLE and the oversight community. I want to continue to bring my perspective as a long-time oversight investigator and advocate for oversight and as a former oversight commission member to the Board.

I want to continue the efforts I've made over the past three years to provide information, resources, encouragement and a sense of solidarity to the oversight community and its constituencies, to support communities seeking accountability and transparency from law enforcement, and to protect existing oversight entities from efforts to eliminate or undermine them.

I want to help NACOLE continue its efforts (begun in 2025 with the hiring of additional staff members) to meet an expanding need for information and training and by developing new sources of revenue (a project NACOLE's Board will focus on intently in 2026). I want to continue my proud collaboration with NACOLE's Board and staff to meet the increasing challenges we face in a hostile political climate.

I want to continue the work of the Training, Education and Standards committee to meet the needs of our community for education, information, resources and examples of best practices. We will do this by producing outstanding webinars and creating a Resources section on the NACOLE website that will be a repository of research, data, reports and training materials.

NACOLE's mission aligns with my professional passion and values. Throughout my career, they've focused on protecting constitutional rights and defending individuals seeking justice in the criminal legal system. Since I attended my first conference in 2003, NACOLE has been a source of inspiration, support and education for me. It is the community of committed, selfless individuals where I most feel at home, a community I am proud to be part of, where I can learn from and support others doing the challenging work of establishing, maintaining and growing effective and transparent oversight.

Since beginning to work in oversight in 1983, I've seen firsthand the obstacles and challenges to establishing, maintaining and growing oversight that provides its community with the professionalism, commitment and effectiveness it needs, wants and deserves. NACOLE and its staff, Board and many volunteers continue, after 30 years, to offer the support, expertise and resources that are found nowhere else. Being part of that is the most fulfilling experience of my life.

5. What skills/qualities do you expect to contribute as a Board member?

- 1. Lengthy experience working in and supporting oversight agencies.** I worked at three oversight agencies between 1983 and 2025. Each one operated with different types and levels of resources, authority and responsibilities. I helped establish one of those agencies, the San Francisco Office of Citizen Complaints (now known as the Department of Police Accountability) and carefully followed its progress, challenges and setbacks for the past 42 years. I gained insight into what an oversight agency needs to succeed, and what can prevent its success. I can apply this knowledge and insight and contribute the perspective of a longtime oversight investigator to my work on the NACOLE Board.
- 2. Experience working collaboratively with others on oversight projects.** As a NACOLE Board member and committee Chair from 2007 – 2014 and 2022 to present, I've brought people together, fostered a common sense of purpose and steered projects to completion. This includes the successful series of webinars produced since 2022 by the TES committee, and my work in 2007 with the Professional Standards committee and NACOLE's Board crafting and adopting NACOLE's Code of Ethics and its Qualification Standards for Oversight Agencies. I also chaired or worked on ad-hoc committees that established the scholarship program and the CPO credential program.
- 3. Passion for this work.** My work in oversight feels more like a calling than a profession, something my life experiences and earlier career prepared me for and led me to. I will bring that passion and commitment to the hard work required of a NACOLE Board member. I have performed that hard work during my past three years of service on the Board, and since I retired in May, I have spent 40 to 50 hours a month working on NACOLE projects. Going forward, I can continue to focus much of my time and energy on my Board responsibilities, on helping grow NACOLE, on supporting its professional staff, and on creating resources and tools for my colleagues in oversight.

6. What goals do you have for your service on the NACOLE Board, what would you most like to accomplish as a Board member?

If reelected to the Board, I want to use my decades of experience working to establish, expand and defend oversight to help NACOLE protect oversight and resist efforts to diminish, hobble or eliminate it. I want to support oversight agencies confronting obstacles – such as reduced budgets that limit their ability to pay for necessary training – by expanding NACOLE's existing training and resources and by creating new, online training opportunities. Enhanced training professionalizes our work and gives us credibility in the face of claims that oversight is biased or incapable of overseeing law enforcement.

I have several specific goals:

- 1. Expand the training NACOLE currently offers and increase NACOLE's revenue by creating recorded training modules for specific oversight practitioners, such as new board and commission members, investigators, auditors, researchers, etc.**

2. Make materials from different oversight agencies – such as standard operating procedures, board and commission bylaws, mediation program guidelines, policy research and recommendations – easily accessible on the NACOLE website.
3. Offer examples of research or recommended policies on law enforcement practices and issues from NACOLE’s member agencies, or from respected organizations like NOBLE, PERF and IACP.
4. To accomplish 2 and 3 above, continue my recently initiated TES Committee project creating a robust section of Resource materials on the NACOLE website, including:
 - Research and data
 - Enabling legislation and SOPs for oversight agencies
 - Model reports on high-profile incidents like officer involved shootings
 - Comprehensive audits by oversight agencies
 - Reports from independent monitors
 - Best practices on topical issues
 - Training materials, online tools and technology for investigations
5. Boost the CPO program and enhance its status. Those who earn the CPO credential will have a more thorough understanding of core competencies in oversight, law enforcement, and jails & prisons.
6. Organize NACOLE’s library of 60 webinars recorded since 2014, categorizing them by topic (e.g., investigation, jails & prisons, auditing, use of force, technology, etc.) and identifying those most useful to board and commission members, investigators, auditors, policy analysts, etc.
7. Continue to lead the TES Committee to produce 8 to 10 outstanding webinars in 2026.
8. Continue collaborating with NACOLE’s Director of Training by creating and conducting training on oversight investigations for boards, commissions, community groups and professional staff.
9. As stated in NACOLE’s Mission statement, *“Encourage networking, communication and information-sharing to counter the isolation inherent in the profession”* by hosting the monthly Investigator Forums I established in 2023, and by seeking other ways NACOLE can offer networking and information-sharing opportunities.

I also want to increase dialogue with the oversight community about beneficial training, resources and other services NACOLE can offer. With expanded professional staff, NACOLE can more readily provide these things and can become the recognized national voice and source of information for civilian oversight.