

# The Future is Female:

Monterey County's Political Environment and the role of the National Women's Political Caucus of Monterey in Closing the Gender Gap in Local Government

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[Executive Summary](#)

[Introduction](#)

[Background](#)

[The reality of Monterey County](#)

[Monterey's NWPC Caucus](#)

[Findings, Analysis, and Recommendations](#)

[Strategies for Getting Women Elected in Monterey County](#)

[Fighting the Boys Club](#)

[Recommendation #1: Keep the conversation alive.](#)

[Recommendation #2: Leverage the wisdom already there](#)

[Recommendation #3: Collaborate strategically with other local players, forming a coalition that supports local women to run and win office.](#)

[Recommendation #4: NWPC should recruit women candidates that currently hold volunteer positions.](#)

[Recommendation #5: Focus on feeder seats.](#)

[Recommendation #6: Talk About the Money: Educate women candidates on the role of money in politics, the gender differences between men and women in regards to this subject, and on the specific local fundraising challenges and opportunities.](#)

[Recommendation #7: Utilize research to develop website and trainings.](#)

[Appendices](#)

[Monterey County Organizational Chart](#)

[Allies and Collaborators](#)

[Methodology and research design](#)

[Interviews](#)

## Executive Summary

This report contains the following recommendations for the National Women's Political Caucus of Monterey County:

- 1) Keep the conversation alive
- 2) Leverage the existing wisdom
- 3) Collaborate strategically
- 4) Recruit candidates from volunteer positions
- 5) Focus on feeder seats
- 6) Talk About the Money
- 7) Develop the NWPC Website

These recommendations, crafted as a result of secondary research on the interplay between gender and politics and a series of 6 key informant interviews, are intended to be used by the Board Members of NWPC to develop their capacity as an organization and help them in work towards their goal of reducing the political gender inequity in local Monterey politics.

## Introduction

This project examines the political environment of Monterey County, the challenges that women face in running and holding office, and offers some insight into key strategies that potential candidates, and the organizations that seek to support them, can pursue. Specifically, it addresses the potential role that the new NWPC Monterey caucus can play in the County. As a new chapter, it finds itself at a critical stage, full of opportunity for growth. The goal of the organization is to address the unequal representation of women in politics. The NWPC (National Women's Political Caucus) seeks to close this gap and achieve equity in government by increasing the participation of women in this county specifically. This report aims to equip NWPC Monterey with the information necessary to achieve its goals. The background section is written in a format that can be used by the organization to develop its website to address issues of gender in politics and the Monterey local political environment and the recommendations serve as actionable points for NWPC to develop its capacity.

## Background

### The reality for women in leadership

The United States is far from reaching parity in gender representation in politics. **Nationally**, around **20% for the Senate and House of Representative seats are held by women**. In state capitals the situation is only slightly less drastic, with **25%** of women occupying **State Legislature and Senate seats** on average. There is significant variation among states, with Wyoming (13.3%) and Colorado (42.0%) at the extreme ends of the spectrum, and **California** sitting right in the average at **25.8%**. Furthermore, only 20% of mayors are women. While the representation of women in government has come a long way since the 1970s (where less than 7% of federal and state offices were occupied by women), **the numbers overall have remained stagnant for the last 20 years.**<sup>1</sup>

### The reality of Monterey County

**Monterey County is no exception to the national statistics** regarding the number of women in political office. In fact, only **25%** of the **leadership positions held by women** (2 out of 5 on the Board of Supervisors, and 1 out of 5 and 1 out of 6 of Elected and Appointed County Officials, and both Mayor and Vice Mayor are men).<sup>23</sup> Monterey County has thus not yet arrived at the “30% Solution,” the critical mass needed to change the balance of power and leadership in politics. However, **some steps have been made in recent years**: the Board of Supervisors now has more than one woman (two out of five in total) serving for the first time in eight years and Seaside has a female council member (Kayla Jones) for the first time in 20 years (although she is currently the *only* woman on the council).

<sup>1</sup> Center for American Women and Politics. <http://www.cawp.rutgers.edu/current-numbers>

<sup>2</sup> <http://www.co.monterey.ca.us/government/about/organizational-chart>

<sup>3</sup> Monterey County Election Results

## Federal Executive

**7** Cabinet and cabinet-level positions  
Fact sheet: [High-Level Presidential Appointments](#)

## U.S. Supreme Court

**3** Fact sheet: [Women on the U.S. Supreme Court](#)

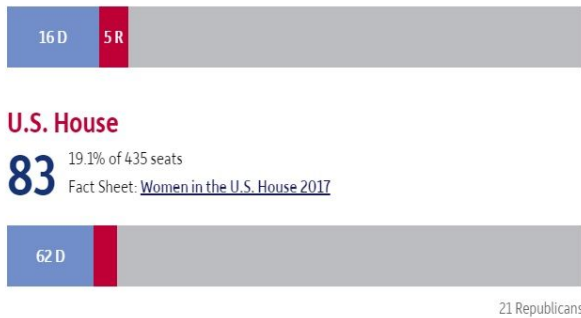
## Congress

**104** 19.4% of 535 seats  
Fact Sheet: [Women in the U. S. Congress 2017](#)



## U.S. Senate

**21** 21% of 100 seats  
Fact Sheet: [Women in the U.S. Senate 2017](#)



## U.S. House

**83** 19.1% of 435 seats  
Fact Sheet: [Women in the U.S. House 2017](#)



## Statewide Executive

**75** 24% of 312 seats  
(total includes 5 governors, 13 lt. governors and 57 other statewide elected officials)  
Fact Sheet: [Women in Statewide Elective Executive Office 2017](#)



## State Legislature

**1,840** 24.9% of 7383 seats  
Fact Sheet: [Women in State Legislatures 2017](#)



## State Senate

**442** 22.4% of 1972 seats



## State House/Assembly

**1,398** 25.8% of 5411 seats



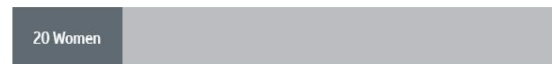
## Mayors - Cities over 30,000

**292** 20.7% of 1408 seats  
Fact sheet: [Women Mayors in U.S. Cities 2017](#)



## Mayors - 100 Largest Cities

**20** 20% of 100 seats  
Fact sheet: [Women Mayors in U.S. Cities 2017](#)



## Table B: Women in State Legislatures 2016

State	Senate			House			Legislature (both houses)	
	Democrats	Republicans	% Women	Democrats	Republicans	% Women	% Women	State rank (a)
Alabama.....	3	0	11.4 (b)	11	5	15.2	14.3	46
Alaska.....	1	4	25.0	2	10	30.0	28.3	15
Arizona.....	6	7	43.3	11	8	31.7	35.6	3
Arkansas.....	3	4	20.0	6	14	20.0	20.0	36
California.....	8	4	30.0	11	8	25.0	25.8	20
Colorado.....	8	4	34.2	20	10	46.2	42.0	1
Connecticut.....	8	1	25.0	25	19	29.1	28.3	15
Delaware.....	5	1	28.6	7	2	22.0	24.2	27
Florida.....	6	6	30.0	13	15	23.3	25.0	23
Georgia.....	8	2	17.9	28	18	25.6	23.7	29
Hawaii.....	8	0	32.0	10	4	27.5	28.9	13
Idaho.....	4	6	28.6	7	12	27.1	27.6	17
Illinois.....	12	4	27.1	32	10	35.6	32.8	7
Indiana.....	3	6	18.0	12	10	22.0	20.7	34
Iowa.....	6	1	14.0	21	6	27.6	22.7	30
Kansas.....	4	9	32.5	10	17	21.6	24.2	27
Kentucky.....	2	2	10.5	10	8	18.0	15.9	43
Louisiana.....	3	2	12.8	9	8	16.2	15.3	44
Maine.....	5	3	22.9	30	16	30.5	29.0	12
Maryland.....	10	2	25.5	36	11	33.3	31.4	8
Massachusetts.....	12	0	30.0	29	9	23.8	25.0	23
Michigan.....	1	3	10.5	17	9	23.6	20.3	35
Minnesota.....	15	8	34.3	27	18	33.6	33.8	5
Mississippi.....	4	5	17.3	11	5	13.1	14.4	45
Missouri.....	5	1	17.6	19	24	26.4	24.9	26
Montana.....	12	6	36.0	21	8	29.0	31.3	9
Nebraska (c).....	...Nonpartisan...		22.4	.....Unicameral.....			22.4	31
Nevada.....	3	2	23.8	9	7	38.1	33.3	6
New Hampshire.....	4	4	33.3	69	45	28.5	28.8	14
New Jersey.....	8	3	27.5	18	7	31.3	30.0	11
New Mexico.....	4	3	16.7	13	10	32.9	26.8	19
New York.....	7	5	19.0	37	5	28.7 (d)	25.8	20
North Carolina.....	7	5	24.0	14	12	21.3	22.4	31
North Dakota.....	4	4	17.0	11	8	20.2	19.1	38
Ohio.....	4	3	21.2	13	13	26.3	25.0	23
Oklahoma.....	3	3	12.5	5	10	14.9	14.1	48
Oregon.....	6	2	26.7	16	4	33.3	31.1	10
Pennsylvania.....	4	5	18.0	14	23	18.2	18.2	40
Rhode Island.....	9	1	26.3	18	3	28.0	27.4	18
South Carolina.....	1	1	4.4	12	10	17.7	14.1	48
South Dakota.....	1	6	20.0	4	11	21.4	21.0	33
Tennessee.....	2	4	18.2	7	9	16.2	16.7	41
Texas.....	2	5	22.6	16	13	19.3	19.9	37
Utah.....	3	3	20.1	7	3	13.3	15.4	43
Vermont.....	7	2	30.0	44	15	43.3 (e)	41.1	2
Virginia.....	7	1	20.0	14	4	18.0	18.6	39
Washington.....	10	8	36.7	19	13	32.7	34.0	4
West Virginia.....	0	2	5.9	6	12	18.0	14.9	47
Wisconsin.....	7	4	33.3	14	9	23.2	25.8	20
Wyoming.....	1	0	3.3	3	8	18.3	13.3	50

Source: Center for American Women and Politics, Eagleton Institute of Politics, Rutgers University. Figures are as of February 2016.

Key:

(a) States share the same rank if their proportions of women legislators are exactly equal or round off to be equal (AK, CT; FL, MO; IL, OR; MA, OH, WI).

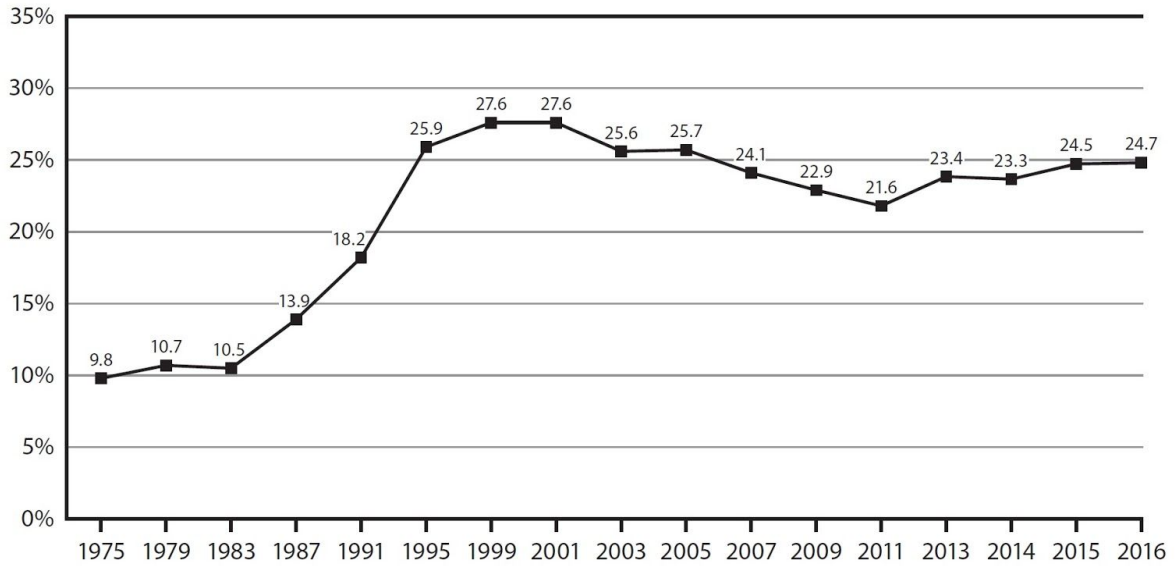
(b) Includes one Independent.

(c) Nebraska has a unicameral legislature with nonpartisan elections.

(d) New York percentage includes Working Family Party (WFP).

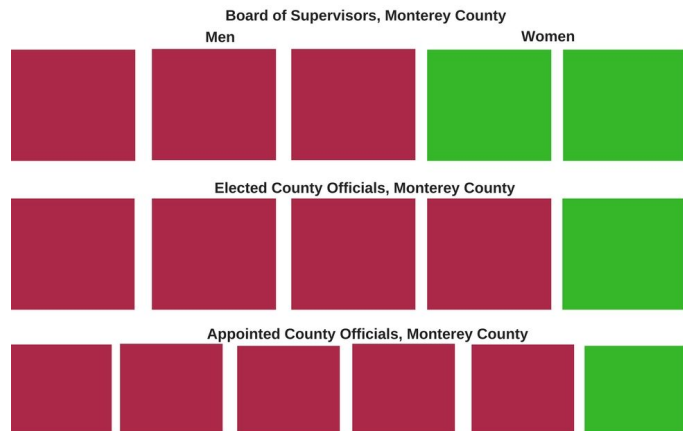
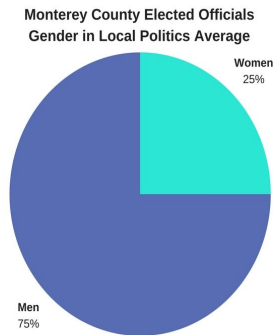
(e) Vermont percentage includes three Independents and three Progressives.

**Figure A: Proportion of Women Among Statewide Elective Officials**



Source: Center for American Women and Politics, Eagleton Institute of Politics, Rutgers University.

## Monterey Statistics



## Setting Goals: The 30% Solution

Achieving gender parity can be seen as a worthy goal in itself, **a step towards true representational democracy**, but with a long way to go to achieve this mission, a more pragmatic number has been proposed: the **“30% Solution,”** a term put forth by Dr. Linda Tarr-Whelan, Ambassador to the UN Commission on the Status of Women. The idea gained prominence internationally starting in the mid 1900s. This Solution **“acts as a floor for women moving up, not as a ceiling,”** and a necessary threshold through which gender parity can gain true momentum. While reaching 50% remains the goal for many, the 30% solution proposes a more achievable goal (for now). The percentage is widely cited as the necessary tipping point, **“the difference that makes a difference,”** whereby once political bodies (on a local and national level) have women in at least 30% of the seats, a certain critical mass has been achieved and real changes are seen in ways in which politics are conducted. Women no longer represent the “token minority”, but a more unified voice able to change the ways things have always been done.<sup>4</sup>

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<sup>4</sup> Tarr-Whelan, Linda. *Women Lead the Way: Your Guide to Stepping up to Leadership and Changing the World*. 2011.



### **Why we need to have more women in politics**

More women in leadership positions has been shown to have an impact not only on the reduction of gender discrimination in the long run, but also on policy outcomes and management practices. Studies show that while men and women are equally committed to public service,<sup>5</sup> their approaches are different, as when more women are involved in the political process:

- they secure more federal funds for their district,
- are more prone to collaborate and co-sponsor policies,<sup>6</sup>
- prioritize consensus and coalition building (while men are more likely to obstruct and delay policy proposals),
- encourage citizen participation and input,
- and include their constituents in the decision making process.<sup>7</sup>

**Thus, the inclusion of women in politics is not only a step towards achieving representational policy regarding gender, but also a step towards a more participatory model of democracy.**

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<sup>5</sup> Dehart-Davis, Leisha, Justin Marlowe, and Sanjay K. Pandey. "Gender Dimensions of Public Service Motivation."

<sup>6</sup> Anzia, Sarah F., and Christopher R. Berry. "The Jackie (and Jill) Robinson effect: Why do congresswomen outperform congressmen?."

<sup>7</sup> Volden, Craig, Alan E. Wiseman, and Dana E. Wittmer. "When are women more effective lawmakers than men?."; Fox, Richard L., and Robert A. Schuhmann. "Gender and local government: A comparison of women and men city managers."

### Barriers to the 30% Solution

The necessity of having more women in office is clear, yet, there are several barriers that stand in the way of closing the gender gap. While women who run for office win at the same rate as men, it would be erroneous to assume that this seemingly “gender neutral” result stems from a gender neutral experience leading up to said victory.

➔ Women often have to be “better” than their male counterparts, meaning that they tend to **have to be more qualified (more educated and more experienced professionally) to be seen as equally qualified to compete** and be more willing to deal with gendered attacks during their campaign.<sup>8</sup>

➔ Because of gender stereotyping, **women are seen as warmer and more compassionate but less strong and intelligent than men** and less able to deal with security and finance.<sup>9</sup>

➔ Subsequently, women tend to be more “election averse,” less likely to run for political office than men. The aversion to run for political office is not only an internal and personal barrier, as women are less likely to believe they are qualified to run in the first place,<sup>10</sup> but is also a product of the political structures and power at play: **even the most highly-qualified and highly-connected women are less likely than similarly situated men to be recruited to run for office!**

➔ Since women are being recruited at lower rates than men, and recruitment is key for political advancement, **recruitment bias is a significant barrier to closing the gender gap at every level of political office.**

➔ Further, the “incumbent's advantage” is a known and accepted truth in politics, and since most seats are taken by male incumbents, **women are often counted out before ever being considered.**<sup>11</sup>

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<sup>8</sup> Lawless, Jennifer L., and Kathryn Pearson. "The primary reason for women's underrepresentation? Reevaluating the conventional wisdom."

<sup>9</sup> Dolan, Kathleen. "The impact of gender stereotyped evaluations on support for women candidates." *Political Behavior* 32.1 (2010): 69-88.

<sup>10</sup> Lawless, Jennifer L., and Richard L. Fox. "*It takes a candidate: Why women don't run for office.*"; Richard L. Fox and Jennifer L. Lawless. "Entering the Arena? Gender and the Decision to Run for Office."

<sup>11</sup> Fox, Richard L., and Jennifer L. Lawless. "If only they'd ask: Gender, recruitment, and political ambition." *The Journal of Politics* 72.2 (2010): 310-326.

# BARRIERS TO THE 30% SOLUTION



## WOMEN HAVE TO BE "BETTER" THAN MEN

Women tend to have to be more qualified to compete and be more willing to deal with gendered attacks during their campaign than men. Even when running for the same level of office, women tend to have more relevant education, training, and experience in order to be considered at least equally qualified.



## GENDER STEREOTYPES

Because of gender stereotyping, women are seen as warmer and more compassionate but less strong and intelligent than men and less able to deal with security and finance.



## ELECTION AVERSION

Subsequently, women tend to be more "election averse," less likely to run for political office than men. The aversion to run for political office is not only an internal and personal barrier, as women are less likely to believe they are qualified to run in the first place, but is also a product of the political structures and power at play: even the most highly-qualified and highly-connected women are less likely than similarly situated men to be recruited by others to run for office!



## RECRUITMENT BIAS

As recruitment from other political actors functioning as gatekeepers is key for candidates of any gender, but especially for women, to run for office, the fact that women aren't being recruited at the same rate as men significantly slows down the process of closing the gender gap.



## INCUMBENTS ADVANTAGE

Further, the "incumbent's advantage" is a known and accepted truth in politics, and since most seats are taken by male incumbents, women are often counted out before ever being considered.

### SOURCES:

Lowless, Jennifer L., and Kathryn Pearson. "The primary reason for women's underrepresentation? Reevaluating the conventional wisdom." *Dolan, Kathleen. "The impact of gender stereotyped evaluations on support for women candidates." Political Behavior 32.1 (2010): 69-88.*  
Lowless, Jennifer L., and Richard L. Fox. "It takes a candidate: Why women don't run for office." Richard L. Fox and Jennifer L. Lowless. "Entering the Arena? Gender and the Decision to Run for Office."

## *A Special Note to Consider...*

While the barriers that women face in politics underscore the process of elections, the reality is different when considering political positions in which an election is not involved: women are just as likely as men to volunteer for a position to represent their groups when it is by appointment or uncontested. When an election stands between them and the political seat, women are less likely to count themselves in, and the resistance increases for higher level elections where more money is involved to lead a successful campaign.<sup>12</sup> This distinction between elected and non-elected positions brings a key opportunity for women and those who support their candidacy to consider.

### Monterey's NWPC Caucus

The NWPC Monterey caucus seeks to be a player in the local political environment. As a new chapter, it has a lot of potential for impact. This report recommends key strategies for NWPC Monterey to be involved in reaching the "30% Solution."

## Findings, Analysis, and Recommendations

### Strategies for Getting Women Elected in Monterey County

The interviews brought to light some strategies, broadly in accord with the literature on the topic, for effectively increasing the number of women in elected office.

The interviews conducted for this project included people involved in local politics in Monterey as well as members of NWPC; they have yielded some key insights into the reality that women face when seeking and holding public office, specifically in Monterey County.

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<sup>12</sup> Kanthak, Kristin, and Jonathan Woon. "Women don't run? Election aversion and candidate entry."

## Fighting the Boys Club

### **Recommendation #1: Keep the conversation alive.**

All interviewees agreed that there is a necessity to continue working to achieve gender equality in politics and that we must fight the idea that there isn't more work to be done. NWPC should be a part of this fight. As one interviewee stated: "The biggest challenge we face is that people have decided that women have made it."<sup>13</sup> There is great danger in complacency. More subtle still, is the danger of assuming that women and men are equal in politics and that gender representation is not a problem that affects Monterey at a local level. Interestingly, although the people interviewed are all extremely active politically in their local area, some struggled to even identify more than a couple women "city leaders,"<sup>14</sup> underscoring the gender gap that still exists in local government and the need to highlight the already active women in politics.

*I recommend that NWPC be actively involved in conversations regarding women in politics, at both the national and local level. Specifically NWPC should partner with other active political players, such as the Democratic Women of Monterey County, local elected officials (men and women), and specific influential industries to highlight the need for more women in political office and the benefits, such as those mentioned in the Introduction, that this could have on the County. Furthermore, NWPC could highlight the work of women who are already in local office and partner with them and their staff to increase their visibility through a series of monthly community events (speaker series, presence at farmers market, churches..).*

### **Recommendation #2: Leverage the wisdom already there**

It might be surprising for someone not familiar with local Monterey politics to discover that Monterey is not more advanced than other areas when it comes to gendered experiences in politics, and that the County presents specific challenges, and opportunities, that are unique to its location. For example, for any candidate seeking political office in Monterey County, it is important to know the agriculture and hospitality industries are key players in the local politics and tend to be more conservative and traditional "boys club."<sup>15</sup> These "boys clubs" have

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<sup>13</sup> Interview with NWPC member March 18th

<sup>14</sup> Interview 4, March 16th, 2017. Monterey local. Interview 3, March 15th, 2017. NWPC member.

<sup>15</sup> Interview 2, March 15th, 2017. Monterey local.

historically supported male candidates with endorsements and monetary donations. They tend to buy into the idea and gender stereotype that men are more capable than women when dealing with finance and business. Women who are interested in running for local office may be blind sighted and surprised to know about these powerful groups and not necessarily know how to work with and through the resistance they may face. While this presents a non-negligible challenge, there have been women who have successfully handled this issue. It is important to learn from those who have dealt with it already. One of the winning tactics used by women candidates to counteract these forces has been to publicly announce that no political donations will be accepted by specific interest groups, thus showing a strength and resolve to not be “bought” by businesses. As her opponent did not make such a statement, it gave the candidate a leg up on her male counterpart.<sup>16</sup> Another tactic used was to embrace the “boys clubs” and actively work with them and their concerns, underscoring the candidate’s ability to handle business matters.<sup>17</sup>

*Therefore, I recommend that NWPC utilize the wisdom already present in the community to share knowledge and Monterey-specific content with prospective candidates. When conducting their regular training sessions, NWPC should include women such as Kayla Jones, Jane Parker, and Mary Adams, and/or their campaign staff and invite them to share their wisdom with future Monterey leaders.*

**Recommendation #3: Collaborate strategically with other local players, forming a coalition that supports local women to run and win office.**

As studies show, women are much less likely to be recruited to run for office than equally or less qualified men. A key strategy to overcome this obstacle is to become known to local key players and to network with organizations that are specifically interested in promoting women to office. It is critical for women who are interested in running for office to become familiar with these organizations, as they often work as gatekeepers to local political life.<sup>18</sup> Creating a network with these other players will allow NWPC to become stronger and not to simply replicate work that is already being done. Furthermore, this will help women earn endorsement. As endorsements are critical to the success of a campaign, it is important for women to get as many groups as possible to back them up. In Monterey County, it will be harder for a woman to get such

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<sup>16</sup> Interview 2, March 15th, 2017. Monterey local.

<sup>17</sup> Interview 4, March 16th, 2017. Monterey local.

<sup>18</sup> Interview 2, March 15th, 2017. Monterey local.

endorsement with organizations that don't have a gender specific mission, such as the Democratic Club of Monterey County, the Progressive Democrats Club, the Salinas Democratic Club etc.<sup>19</sup> The difficulty for women to obtain these endorsements does not indicate that it would not be worth it for NWPC to make connections with these organizations, but it could consider focusing first with organizations whose specific mission is to support local women who run for office. In Monterey County, the Democratic Women of Monterey County, is cited as the most active and effective in recruiting and assisting local women's political campaigns.<sup>20</sup>

*I recommend that NWPC focus on networking with local organizations committed to either specifically electing more women to office and/or, more broadly, creating positive change for Monterey County. NWPC could coordinate on creative events that bring these players together.* For a full list of potential collaborators and allies, view Appendix 2.

**Recommendation #4: NWPC should recruit women candidates that currently hold volunteer positions.**

The gender biases that women face at every level of government are reflected in the fact the more women volunteer for positions that don't require an election, and are actually just as equally likely to volunteer for positions as men are. With this in mind, it is important that local actors recognize the gender bias in recruiting strategies, and actively recruit qualified women who might not be stepping forward for elected office.<sup>21</sup> NWPC should search for candidates that already occupy those volunteer positions, as this could lead the organization to identify qualified women who are ready to take the next step towards elected office but require the extra assistance to make that happen.<sup>22</sup>

*I recommend that NWPC start focusing their recruitment of women candidates among those who already hold a volunteer position within the community.*

Examples of volunteer positions that NWPC could recruit from:

- [Mental Health Commission](#)
- [Monterey Planning Commission](#)
- [Colton Hall and Cultural Arts Commission](#)
- [Historic Preservation Commission](#)
- [NIP Committee](#)

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<sup>19</sup> Interview 4, March 16th, 2017. Monterey local.

<sup>20</sup> Interview 4, March 16th, 2017. Monterey local.; Interview 6, March 20th, 2017. Monterey local.

<sup>21</sup> Fox, Richard L., and Jennifer L. Lawless (2010).

<sup>22</sup> Kanthak, Kristin, and Jonathan Woon (2014).

## **Recommendation #5: Focus on feeder seats.**

As research shows that women are less inclined to run for office with each subsequent level of the political ladder, it is key to start recruiting and electing women at a local levels first, to allow candidates to get experience running and staying in office in lower-stakes positions first. Yet, as we have seen with the distinction between elected and non-elected seats and the gender stereotypes that follow women (and men) regardless of the level of the race, this also presents challenges.<sup>23</sup> Where should a candidate start? Interviews conducted<sup>24</sup> identified the importance of feeder seats as a key mechanism for creating a pipeline of women ready to run for higher and higher level positions. Feeder seats are stepping stones, seats that typically lead to further participation in politics. There are several different kinds of feeders: typically, they are local commissions and committees that can either be highly contested or not at all competitive. Either kind can lead candidates to then be able to demonstrate their commitment to their community and thus position themselves to later on run for positions such a Board of Supervisor or Mayor. Some of the less contested positions at the Monterey level are the [park district](#), [planning commissions](#), [boards related to water](#), [assessment appeals board](#), and [mental health commission](#), for which political aids to elected officials often have to “beg” people to step into. The most common and obvious feeder seat is the school board, which allows candidates to gain important experience yet present one critical downfall: women can tend to get stuck and not move on to other positions. Another potential obstruction to a political career is staying in nonprofit and advocacy roles and not testing the waters with political office.

*NWPC should focus on electing women into local political feeder seeds, creating a pipeline through which women will continue to reach higher and higher levels of political engagement.*

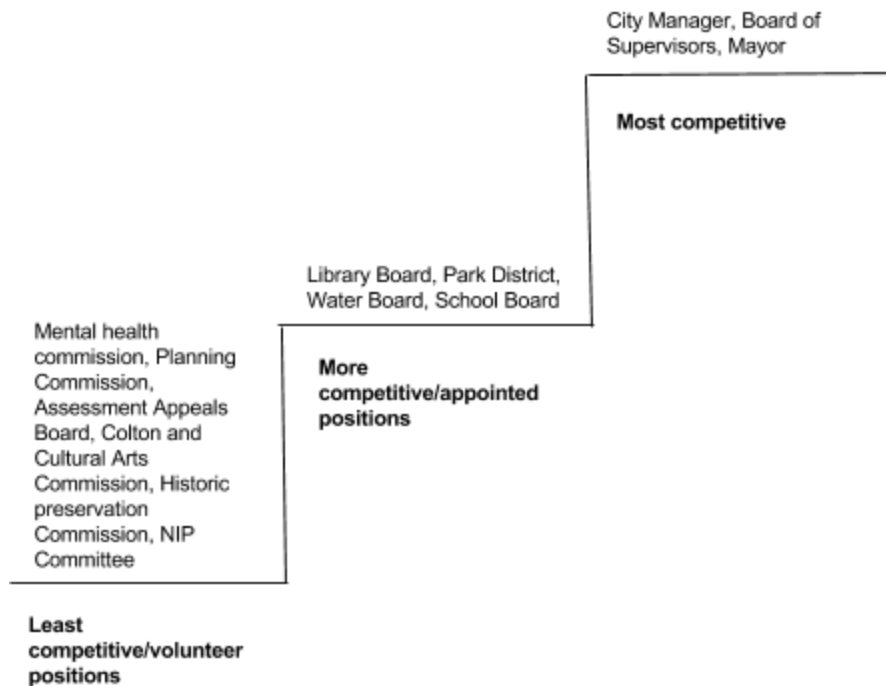
Below is a visual representation of the political ladder specific to the local Monterey. This could be used as a suggested path towards higher levels of political ambition. However, it should be noted that women who want to be more involved in politics do not necessarily have to start with the first step. In fact, men are less likely to feel that they need previous experience in politics to nominate themselves for higher positions. The political ladder is thus more of a guiding representation of the level of competition for each particular position.

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<sup>23</sup> Kanthak, Kristin, and Jonathan Woon.; Dolan, Kathleen (2010).

<sup>24</sup> Interview 2, , March 15th, 2017. Monterey local.; Interview 5, March 18th, 2017. NWPC member.





**Recommendation #6: Talk About the Money: Educate women candidates on the role of money in politics, the gender differences between men and women in regards to this subject, and on the specific local fundraising challenges and opportunities.**

The relationship between money and politics is infamous, and impossible to get around. Yet, while men typically do not have difficulty in asking for and raising money, women are more hesitant to ask for donations, a necessary and key part of winning a campaign. Stemming from the fact that women feel less qualified to run (although research shows that women who run for office are typically more qualified than their male counterpart) and from a culture that praises men for being assertive and self-promoting but looks down on women who do the same, the need to encourage and assist women with fundraising is critical for any organization wanting to elect more women to office, especially as research shows that ultimately women are just as capable to raise the necessary money to win.<sup>25</sup>

Those interviews for this study underscored the importance of fundraising and cite the receipt of donations as pivotal moments in political campaigns.<sup>26</sup> A member of NWPC noted that men are

<sup>25</sup> Lawless, Jennifer L., and Kathryn Pearson (2010).; Richard L. Fox and Jennifer L. Lawless (2004).; Lawless, Jennifer (2004).

<sup>26</sup> Interview 2, March 15th, 2017. Monterey local.

better at understanding that winning a campaign requires spending money and that women need to be reminded that it is not “selfish” of them to be asking for money and that they aren’t asking only for themselves, but for ultimately for the good of the community.<sup>27</sup>

Not all offices require the same amount of fundraising; some offices are much more expensive than others and it is important to know which ones will require more fundraising effort. In Monterey County, for example, if a candidate is seeking to run for Board of Supervisors, it necessary to know that District 4 and 5 require higher levels of spending, as these are highly contested seats. As there is no limit to what you can raise for a Supervisor seat, running for these Districts have become more and more expensive over time. Interestingly, these are the only two districts (out of 5) in Monterey County whose elected Supervisor is a women (Jane Parker, District 4, and Mary Adams, District 5).<sup>28</sup>

Of equal importance is the consideration of where the money is coming from. An interviewee noted that one in the most recent Board of Supervisors race, the candidate, Mary Adams, did not accept money from outside interests, giving the positive message that she could not be bought. The interviewee cited this decision and important for the success of her race.<sup>29</sup>

Another obstacle for women running for office in Monterey is the presence of important industries such as agriculture and hospitality, that tend to be male dominated (especially agriculture) and prefer supporting male candidates. However, democratic women can rely on a critical ally: the Democratic Women of Monterey County group, that gives substantial amounts of money to candidates.<sup>30</sup>

*I recommend that NWPC address the issue that women face in regards to money and politics in a straightforward fashion, by including this aspect in their trainings. Specifically, the trainings should include guidance on how to seek recommendations and subsequent financial support from organizations (such as NWPC, The Democratic Women of Monterey County, Planned Parenthood, League of Women Voters, YWCA), how to overcome gender biases in fundraising, and the kind of money that is necessary for each type of campaign (see above on insider tips).*

#### Resources:

- [How to Start Fundraising](#)
- [Political Fundraising 101](#)
- [Advanced Political Fundraising](#)
- [How to develop a campaign budget](#)
- [How to set up a minor donors program](#)

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<sup>27</sup> Interview 3, March 15th, 2017. NWPC member.

<sup>28</sup> Interview 2, March 15th, 2017. Monterey local.

<sup>29</sup> Interview 3, March 15th, 2017. NWPC member.2

<sup>30</sup> Interview 6, March 20th, 2017. Monterey local.

**Recommendation #7: Utilize research to develop website and trainings.**

The current NWPC Monterey website is at an initial phase. In developing it, it would be important to include the research that outlines the reasons why there should be more women in politics as well as the strategies identified to reach the “30% Solution.” The interviewees confirmed the findings in the research that striving for this goal is not only desirable for gender representation in politics, but that having more women in politics actually changes the way things get done; when more women are involved, they create a strong participatory model of democracy. The website should reflect this research, as it is known by the members of NWPC but not necessarily by the general public.<sup>31</sup> Furthermore, it is recommended that these be highlighted again in the training of potential candidates.

*I recommend that NWPC utilize the information presented in this report (see Background section) for their website and in their trainings.*

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<sup>31</sup> Interview 4, March 16th, 2017. Monterey local. Interview 3, March 15th, 2017. NWPC member.

## Appendices

### 1. Monterey County Organizational Chart

<http://www.co.monterey.ca.us/government/about/organizational-chart>

### 2. Allies and Collaborators

**The Democratic Women of Monterey County:** This is the local organization whose mission is the most aligned with NWPC. Their goal is to “inspire and empower the women who will be the architects of progressive social change and the leaders in our community.” Part of their work is to endorse and financially support women who run for office. NWPC can be a value added to this new collaboration in that it can offer trainings for candidates that the DWMC does not do.

**Monterey County Democrats:** This organization stands for many of the issues that NWPC candidates stand for. Collaboration with them could look like co-sponsoring events with speakers, including the NWPC potential candidates, and helping get the vote. NWPC should take this opportunity to raise the MCD of the issues of gender gap in politics.

**The Salinas Democrats Club:** Similar to Monterey County Democrats

**Indivisible:** The local Indivisible groups draws a lot of new energy and political will. They are focused on local action and on putting pressure on Congress. This group would be a great ally to bring young energy to NWPC and to offer support for causes that NWPC candidates truly care about. NWPC should also consider recruiting potential candidates from this group.

**YWCA:** This organization is committed to “eliminating racism, empowering women.” NWPC could work together with the YMCA to support their efforts and collaborate on events, as they share common values and goals. Furthermore, the YMCA could be a powerful ally to the NWPC and vice versa in getting more women of color involved in local politics.

**Planned Parenthood:** It is important for NWPC, an organization deeply committed to women’s health care and right to choose to partner with PP. Local NWPC candidates should support PP and also seek endorsement from them.

**League of Women Voters:** The LWV and the NWPC have common goals. They can work together to get out the vote and collaborate on events that highlight women’s voices and fight against big money in politics.

**CSUMB:** As a University, there is a lot of young potential energy that could be tapped in here. NWPC could recruit potential interns, members, as well as candidates from this pool. Interns could be tasked with important administrative duties that need to be done to develop the local NWPC chapter.

**MIIS:** Similar to CSUMB. Students from MIIS are prepared to do more strategic thinking and collaborative work with the community, and even managing interns.

**Monterey County Republican Party:** Although counterintuitive, this collaboration could bring unexpected fruits. One of the goals of MCRP, for example, is to increase voter turnout, which would be aligned with NWPC's mission of getting more women involved in politics. Secondly, as NWPC is not strictly partisan, this could allow the groups to be more inclusive and put women first, before party.

### 3. Methodology and research design

This study relied on literature review and primary data collection (semi-structured interviews with NWPC California members and key political actors in Monterey County) to reach the following objectives and answer the following questions.

Objective 1:

- Research, synthesize, and offer best and worst practices for promoting women to elected office, with a focus on Monterey county

Objective 2:

- Conduct research on Monterey's political environment and synthesize using ecosystem map and PEPSTEP
  - Elaborate recommendations for the new NWPC Monterey chapter and women who are thinking about running for office

Objective 3:

- Identifies internal strengths and weakness of NWPC, create SWOT and Advanced SWOT, and elaborate recommendations for the new chapter.

Question 1: What are the best and worst practices and key challenges of electing women to political office at the local level?

Question 2: How can NWPC Monterey become an effective player in the political world of Monterey County?

- What is the political environment like within which NWPC Monterey must function?
- What is it like for women to run for local office in Monterey?
- What stands in the way of NWPC Monterey achieving its mission?
- Who are NWPC's local allies?

Question 3: What are the internal strengths and weaknesses of NWPC and how can the Monterey chapter capitalize on the former and avoid the latter?

- What stands in the way of NWPC Monterey achieving its mission?
- What are the strengths of NWPC and what are its opportunities for growth?
- How do other NWPC chapters manage the challenges?

- How can an organization with only volunteers, such as NWPC, achieve its mission?

#### 4. Interviews

Interviews to local political actors (to address Objective 1 and 2 and questions 1 and 2):

“I am conducting a research project to try to understand the challenges that women face when running for office, key strategies that make some successful, and the role of NWPC in facilitating this. This interview should take 30 minutes or less. The findings will be compiled into a report and shared as a presentation with the MIIS community. Names of interviewees will remain anonymous as well as any other information specifying specific people unless it is public knowledge.”

1. In which ways are you involved in local Monterey politics?
2. Could you tell me a story of a woman you know that ran and won political office in Monterey. What did she do? What were her strategies? Her challenges? Her strengths? Her allies? What could another candidate learn from her race?
3. Could you tell me a story of a man you know that ran and won political office in Monterey. What did he do? What were his strategies? His challenges? His strengths? His allies? What could another candidate learn from his race? In what ways was his experience different than that of the women you described?
4. Who are the key players in local Monterey politics? (people, organizations...)
5. Who do you think could/should be more involved?
6. What would you say are the unspoken rules of running for office in Monterey?
7. What advice would you give to a woman thinking about running for office in Monterey? What should she do? What should she not do? Who should she talk to?
8. What do you think NWPC Monterey could do to help local women run and win political office?
9. Who else should I talk to?

Interview for NWPC California members (to address Objective 1 &3 and questions 1 & 2):

I am conducting a research project to try to understand the challenges that women face when running for office, key strategies that make some successful, and the role of NWPC in facilitating this. This interview should take 30 minutes or less. The findings will be compiled into a report and shared as a presentation with the MIIS community. Names of interviewees will remain anonymous.”

- Tell me the story of your caucus, how it got started and how it developed.
- What are some of the key challenges it faces?
- What are the strengths and weaknesses of NWPC as an organization?
- What are some good strategies you have employed as a caucus?
  - How do you manage the fact that NWPC is volunteer based?

- Who are your allies and partners locally? Are there people and organizations that put more obstacles in your way?
- In which ways does your NWPC chapter effectively support women running for office? What can your chapter do better?
- Tell me a story of a woman candidate that successfully won her race locally.
  - What have successful candidates done to get elected? What are their key strategies?
  - What are some of the most common mistakes they make? What are the challenges they face?
- If you were to build your chapter from scratch again, what strategy would you keep? What would you do differently?
- What advice would you give to NWPC Monterey so that it can become an effective organization?

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