

# The Meatless Monday Campaign in Los Angeles

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EVALUATION PLAN

Alexandra Zenoff (ahz2111), Hannah Sabbagh (hms2161),  
Heather Mui (hzm2104), Nadia Safaeinili (nbs2130)

THE WELLNESS WARRIORS | COLUMBIA UNIVERSITY, MAILMAN SCHOOL OF PUBLIC HEALTH

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## **Evaluation Plan**

Prepared by:

*The Wellness Warriors*  
Alexandra Zenoff ahz2111,  
Hannah Sabbagh hms2161,  
Heather Mui hzm2104,  
Nadia Safaeinili nbs2130

Columbia University

Mailman School of Public Health

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**Table of Contents**

|       |   |    |
|-------|---|----|
| I.    | Executive Summary .....                           | 4  |
| II.   | Introduction .....                                | 6  |
| III.  | Evaluation Purpose .....                          | 8  |
| IV.   | Logic Model .....                                 | 10 |
|       | A. Logic Model .....                              | 10 |
|       | B. Program Theory: Diffusion of Innovations ..... | 12 |
| V.    | Evaluation Questions .....                        | 15 |
| VI.   | Process Evaluation Design & Methods .....         | 16 |
|       | A. Description of Rationale .....                 | 16 |
|       | B. Methods .....                                  | 17 |
|       | C. Triangulation of Data .....                    | 19 |
|       | D. Data Analysis .....                            | 19 |
| VII.  | Limitations .....                                 | 19 |
| VIII. | Recommendations .....                             | 21 |
| IX.   | References .....                                  | 23 |
| X.    | Appendix .....                                    | 25 |

## **I. Executive Summary**

Meatless Monday, a component of The Monday Campaigns, is an international movement to reduce meat consumption by encouraging people to abstain from eating meat one day per week (The Monday Campaigns, n.d.). In conjunction with The Monday Campaigns, Compassion Over Killing, a Los Angeles (LA)-based non-profit organization, promoted the implementation of Meatless Monday at various institutions and through the media in LA (Palmer, 2012). Promoting Meatless Monday in LA requires the cooperation of various stakeholders and supporters. Compassion Over Killing seeks to involve important community agencies to strengthen their position that Meatless Monday is a community movement.

The purpose of this evaluation plan is twofold: (1) to provide a tool for assessing Compassion Over Killing's dissemination of the Meatless Monday campaign following the Meatless Monday resolution passed by the LA City Council and (2) to provide a sample evaluation plan for The Monday Campaigns to present to organizations promoting Meatless Monday in other cities following future city-wide resolutions. The plan will be a process evaluation because the LA Meatless Monday efforts are relatively new and have yet to be evaluated. In order to systematically examine this campaign and initiative, we will use the Diffusion of Innovations Theory (Oldenburg & Glanz, 2008).

This evaluation focuses on the diffusion and dissemination of the Meatless Monday campaign after the passing of a city-wide resolution, guided by the following process evaluation questions: 1. What is the reach of the campaign?, 2. To what degree did participating organizations promote and implement the Meatless Monday campaign?, and 3. What aspects of the implementation process act as barriers or facilitators in the adoption of the campaign? To capture this information, a mixed methods approach will be used and data will be collected

through surveys, focus groups, organization records, and intercept sampling. A limitation of this evaluation plan is its inability to provide context specific measures for further implementation of the campaign in other cities. We are confident, however, that the core measures and theories that guide this evaluation plan are universally applicable across cities.

The Meatless Monday campaign has tremendous potential and demonstrated success in several cities across the United States. Recommendations for future implementation of Meatless Monday include: 1. Before implementing a Meatless Monday campaign, create a detailed program plan. 2. Conduct a situational analysis to understand the context in which the Meatless Monday campaign will be implemented.

## II. Introduction

The Meatless Monday campaign is an international movement to reduce meat consumption by encouraging people to abstain from eating meat one day per week (The Monday Campaigns, n.d.). Meatless Monday, part of The Monday Campaigns, promotes various public health initiatives and collaborates with Columbia University Mailman School of Public Health via the Lerner Center, Johns Hopkins Bloomberg School of Public Health, and Maxwell School of Syracuse University. This particular campaign was reintroduced in 2003 to increase public health awareness, but the idea originated from World War I to reduce consumption to aid the war effort (The Monday Campaigns, n.d.). Health and environmental factors are at the forefront of the movement, highlighting benefits such as the reduction in risk of chronic preventable diseases like cancer, cardiovascular disease and diabetes, reducing people's carbon footprint, and preserving resources such as fresh water.

Compassion Over Killing is a non-profit animal advocacy organization based in Los Angeles (LA) that was instrumental in getting the LA City Council to pass the city-wide Meatless Monday resolution (Compassion Over Killing [COK], n.d.). After the LA City Council unanimously (12-0) passed the resolution in November 2012, Compassion Over Killing has worked with media and various institutions to promote implementation of Meatless Monday (Palmer, 2012). In order to promote Meatless Monday within LA, Compassion Over Killing adopted a comprehensive strategy to target numerous population segments. They specifically aimed to target schools, cafeterias, dining services, and local restaurants. By identifying these establishments, they targeted a large segment and range of the LA population. Targeting schools introduces the concept of Meatless Monday early in a child's life course, and targeting cafeterias and dining services offers a way to impact large-scale food production operations. Local

restaurants participating in Meatless Monday help to improve visibility and community engagement.

LA is the second largest city in the United States and boasts a population of about 3.8 million people. LA is a diverse, multiethnic city without a racial/ethnic majority. Though there is no majority population, many residents are Hispanic or Latino (48.5%), White non-Hispanic (28.5%), or Asian/Pacific Islander (11.4%) (Discover Los Angeles, 2014). LA is widely known for its entanglement with the entertainment industry and the celebrities that reside and work within its limits. Because of its size and prominent stature, LA often serves as an example for the rest of the nation.

Promoting Meatless Monday in LA requires the cooperation of various stakeholders and supporters. In this case, Compassion Over Killing sought to involve important community agencies to strengthen their position that Meatless Monday is a community movement. Specifically, they involved the Boys' and Girls' Clubs in LA by utilizing them as distribution points for English and Spanish recipe guides (J. Bhumitra, personal communication, November 18, 2014). They were also successful in gaining support from various media outlets and celebrity voices. In addition to the LA mayor, celebrities such as Oprah Winfrey, Gwyneth Paltrow, Michael Pollan, and Simon Cowell have said they follow a Meatless Monday meal plan. These endorsements were very powerful for the Meatless Monday cause and propelled the movement forward to the point where 50% of Americans are now familiar with Meatless Monday (COK, n.d.). Other key stakeholders include city government, who passed the resolution, and other community organizations interested in the cause (YMCA, physician associations, and environmental groups), as well as food vendors and the meat industry. Since much of Meatless

Monday's success in LA occurred within the LA Unified School District (LAUSD), students, parents, school administrators, and cafeteria employees are also valuable stakeholders.

### **III. Evaluation Purpose**

The purpose of this evaluation plan is twofold: (1) to provide a tool for assessing Compassion Over Killing's Meatless Monday campaign following the Meatless Monday resolution passed by the LA City Council and (2) to provide a sample evaluation plan for The Monday Campaigns to disseminate to organizations promoting Meatless Monday in other cities following future city-wide resolutions. This plan is a process evaluation that examines the activities undertaken to promote Meatless Monday across various LA institutions — including school districts and restaurants — and in the media, for the general population. Because the LA resolution is non-binding, which will presumably be the case for future cities that pass Meatless Monday resolutions, the burden falls largely on independent organizations to encourage action. Accordingly, this process evaluation will assess which tangible steps were taken to promote Meatless Monday and the degree to which those steps were executed. Compassion Over Killing has had noteworthy success in promoting Meatless Monday in LA, so evaluating the activities implemented to achieve success should be helpful for future promotional activities in other cities. If necessary, this evaluation plan could also potentially provide program planning support to other organizations in need of guidance regarding what activities to implement in order to promote Meatless Monday in other cities that pass resolutions.

A process evaluation (rather than an impact evaluation or combination of the two) is the appropriate approach because the LA Meatless Monday efforts are relatively new and have yet to be evaluated. A process evaluation is a good point to begin evaluation in order to examine how

well the promotional activities are being implemented. The program theory, described in section four, will guide the development of this process evaluation in order to ensure inclusion of essential aspects to examine (Rossi, Lipsey, & Freeman, 2004). Another reason for planning a process evaluation is because one goal of this evaluation is to be used — with appropriate modifications — in promoting future city-wide resolutions, and evaluating process would likely be more transferable than evaluating impact. In the future, impact evaluations are recommended to supplement process evaluations.

**IV. Logic Model**

| <u>Logic Model for Meatless Monday in LA</u>  |  |   |   |  |   |
|---|--|---|---|--|---|
| <b>Inputs</b>   | <b>Activities</b>  | <b>Outputs</b>  | <b>Short-Term Outcomes</b>  | <b>Medium-Term Outcomes</b>                                    | <b>Long-Term Outcomes</b>   |
| The Monday Campaigns, in collaboration with Lerner Center: Meatless Monday Staff                                    | Develop an informational document for the Meatless Monday campaign   | Informational, well-designed document with pertinent information about Meatless Monday          | 650,000 meat-free meals each Monday, in participating schools                               | Improved health among consumers at participating organizations | Improved health among consumers at participating public and private organizations |
| Compassion Over Killing staff salary and time   | Develop concise, step-by-step printed guide for implementation   | Clear comprehensive implementation guides for participating organizations                       | Positive administrator attitudes about Meatless Monday implementation in their organization | Reduced meal costs to participating organizations              | Decreased carbon footprint and negative environmental impact                      |
| Participating Businesses and Organizations: Schools/school administrators, Restaurants, Boys and Girls Club, Hotels | Contact potential program champions at public and private organizations with a clear overview of the campaign  | 95% of public and private organizations approached participate in Meatless Monday, in some form | Positive staff attitudes about Meatless Monday implementation in their organization         |  |   |
| Food vendors  | Reach out to food vendors regarding increasing vegetable and fruit produce, and organic, free-range dairy/eggs | Good quality, affordable produce available from participating locations' food vendors           | Positive food vendor attitudes about Meatless Monday implementation in their organization   |  |   |

|  |   |  |  |  |  |
|--|---|--|--|--|--|
| Media representatives  | Contact media representatives with clear, non-threatening message | Positive, accurate press releases and news articles in the media | Positive consumer attitudes and beliefs about Meatless Monday implementation in their organization |  |  |
| Consumers, including students & parents in the school district |   |  | Over 50% of consumers purchase Meatless Monday meals when offered                                  |  |  |

**Contextual Factors:** A city-wide resolution supports Meatless Monday, but it is non-binding — placing responsibility to implement on sponsoring and participating organizations. In LA, city culture is receptive to health and wellness initiatives. As the program expands to new cities, the specific context of each city needs to be considered.

Program Theory: Diffusion of Innovations

Meatless Monday has gained traction in various locales, with dissemination as a key priority for Compassion Over Killing. In order to systematically examine this campaign and initiative, we will use the Diffusion of Innovations Theory (Oldenburg & Glanz, 2008) to guide our process evaluation. This evaluation focuses on the diffusion and dissemination of the Meatless Monday campaign after the passing of a city-wide resolution. According to the Diffusion of Innovation Theory, there are seven stages of the diffusion process, beginning with *innovation development*, which is the Meatless Monday campaign itself and all the associated activities, including tools and materials, as seen in the logic model. This is followed by *dissemination*, persuading the target groups to adopt the innovation. For Meatless Monday, this ranges from the media, to schools and school districts, to restaurants and food vendors, and food-serving community organizations in order to persuade them to adopt the message and campaign, altering their meals accordingly. The messages should be developed with the target population in mind and be appropriate for the intended settings. The third stage of the diffusion process is *adoption*, the uptake of the innovation by the target audiences. During this stage, it is important to be attentive to the needs of the target adopters, their attitudes and values, the response to the innovation, barriers to adoption and how to overcome such challenges and factors to increase the likelihood of adoption. Furthermore, the theory posits that the decision to adopt is influenced by three types of knowledge: *awareness knowledge* of the innovation's existence, *procedural knowledge* in how to use the innovation, and *principles knowledge* in understanding how the innovation works (Rogers, 2003). The rollout of the information and how it is presented to decision-makers and the general public are crucial considerations, involving the media and collaborations with various community and organization agencies. Once adopted,

*implementation* is the active, planned efforts to carry out the innovation, which often requires resources and support to improve the users' self-efficacy and skills. After implementation are *maintenance*, the ongoing use over time, *sustainability*, the degree the innovation is continued after the use of initial resources, and *institutionalization*, the incorporation of the innovation into the routines of an organization, community, city, or nation.

Additionally, the Diffusion of Innovations Theory considers the characteristics of the innovation itself. The five attributes of an innovation that affect the speed and extent to which it is adopted and diffused are *relative advantage*, *compatibility*, *complexity*, *trialability*, and *observability* (Oldenburg & Glanz, 2008). *Relative advantage* refers to whether or not the innovation is better than what was there before. Something seen as better than the previous state, idea, or program is more likely to be adopted. *Compatibility* is how well the innovation fits the target audience and their values, norms, beliefs and perceived needs. If potential adopters can adapt, change, and modify an innovation to suit their own needs and context, it will be adopted more easily. *Complexity* refers to ease of use, and the easier the innovation seems to be to use, the more likely it is to be adopted. And to facilitate that perception is *trialability*, which is whether an innovation can be tested before making the decision to adopt. One message of the Meatless Monday campaign is that it is able to "meet people where they are" by asking individuals to give up meat just one day a week rather than altogether (J. Bhumitra, personal communication, November 18, 2014). This addresses both *compatibility* and *trialability*, because the idea and message of Meatless Monday is adaptable and testable. Furthermore, this also attends to *complexity*. Because the idea is a rather simple one and resource materials are available, there is an ease in using or promoting the campaign. Of course *compatibility* is a factor. Understanding how receptive the target audience is or is not, and knowing how to frame

the message to influence their attitudes, norms and beliefs, are important considerations. Lastly, *observability* is the visible and measurable benefits of an innovation. If the benefits are readily observable, the innovation is more likely to be adopted. Immediate visible benefits include reduction in food costs and improvements in public image. Health and environmental benefits may take years to develop.

Furthermore, related to *compatibility*, the characteristics of the adopters and settings are important and need to be taken into account. In terms of adopters, there is a spectrum in which they fall, beginning with the innovators, followed by early adopters, then early majority adopters, late majority adopters and finally the laggards. Being able to stage where the intended audience is assists in deciding what types of techniques should be used. From innovators to early majority adopters, cognitive oriented interventions are most effective. For late majority adopters, the most effective techniques are motivational interventions. And interventions to overcome barriers are most effective for the laggards. With regards to Meatless Monday, after the passing of the resolution in LA, Compassion Over Killing utilized the media and approached the LAUSD, about 100 local restaurants, and community agencies, such as the Boys and Girls Club to be the early adopters of the campaigns. These schools, restaurants and organizations would be the early adopters of their respective sectors, thus a focus on cognitive oriented factors, highlighting the potential environmental and health impacts of the campaign, would be the best tactic. Additionally, it is important to consider the setting, not only the physical and geographical characteristics, but also the political and societal culture of the area. The state of California and city of LA are known to be progressive as well as environmentally and health conscious. LAUSD is the second largest school district in the nation that was in the midst of creating more varied and healthy meals under the Director of Food Services, David Binkle (“Salud America!”)

2014). The setting, culturally and politically, made LA the prime setting to push for school, restaurant, and organizational commitment to promote Meatless Monday.

## **V. Evaluation Questions**

Based on the purpose of the campaign, logic model, and Diffusion of Innovations Theory, we have created a series of process evaluation questions. Again, process evaluation is the appropriate approach because the LA Meatless Monday post-resolution efforts are relatively new and have yet to be evaluated. An evaluation plan would be incomplete and impossible without determining and clearly articulating the questions the evaluation intends to answer. These evaluation questions help focus and guide the evaluation, shaping the study design.

1. What is the reach of the campaign?
  - How many schools and organizations participate in the Meatless Monday campaign after the resolution?
  - What proportion of organizations reached participate by at least providing meatless meal options on Mondays?
  - What proportion of individuals within participating schools and organizations purchase meatless meal options on Mondays?
  - What proportion of individuals within participating schools and organizations are aware of Meatless Monday?
2. To what degree did participating organizations promote and implement the Meatless Monday campaign?
  - What and how many materials and tools (e.g. flyers, pamphlets) were distributed?

- How many different meatless meal options are offered on Mondays at each school or organization?
  - Of the participating schools and organizations,
    - What proportion serve only meatless options on Mondays?
    - What proportion offer meatless options on Mondays?
    - What proportion serve only meatless meals on Monday and provide information about the Meatless Monday campaign?
    - What proportion offer meatless options on Monday and provide information about the Meatless Monday campaign?
3. What aspects of the implementation process act as barriers or facilitators in the adoption of the campaign?
- What is the quality & cost of the meatless meal options?
  - How satisfied are individuals (e.g. students, customers, clients) with the quality and number of meatless meal options?
  - How easy or difficult is it for organizations to access and use the Meatless Monday campaign resources?
  - What is the quality of the Meatless Monday campaign materials and resources?

## **VI. Process Evaluation Design & Methods**

### Description of Rationale

As previously mentioned, this is a plan for a process evaluation. The plan aims to answer the main evaluation questions above using a mixed methods approach. A mixed methods approach is appropriate for this evaluation because it will provide a more complete

understanding of the reach and implementation of the campaign than relying on a solely quantitative or solely qualitative approach. Certain questions are best answered using quantitative methods, such as how many unique institutions participate in Meatless Monday, while others are best addressed through qualitative measures, such as the quality and appeal of vegetarian options served.

### Methods

For the quantitative portion of the evaluation, proper sample sizes and sampling techniques will allow for tests of significance to be properly run. By using random samples of adequate size and running tests with enough power, the results should be widely generalizable to the sample frame (Bamberger, Rugh, & Mabry, 2012). For the qualitative portion of the evaluation, purposive sampling will be used in order to select individuals who can provide information on the identified topics (Bamberger et al., 2012). Data will be collected through surveys, focus groups, organization records, and intercept sampling (described in detail below). Qualitative methods will include focus groups. Quantitative methods will include collecting data from surveys, existing organization records, and intercept sampling. Quantitative methods in the form of surveys and intercept sampling will be conducted before qualitative focus groups are held, in order to inform focus group topics and questions.

### *Survey*

Much of the quantitative data will be collected through a brief survey. Surveys are a good data collection method because they are relatively quick, can be administered on a tight budget, and have the potential to reach large numbers of people. In this case, a survey will be helpful in collecting information on the reach of the campaign and how participating organizations are promoting and implementing Meatless Monday. We will use surveys to find out the proportion

of organizations reached that participate by providing information about the campaign and meatless meal options.

### *Intercept sampling*

Intercept sampling will add another layer of richness to the data being collected. Intercept sampling will be used in settings — such as school cafeterias and restaurants — where asking a person to respond to a single survey item is more realistic than attempting to have each person respond to all items, which is more time consuming. Enough responses to each item will be collected to ensure adequate sample size for each survey item. Utilizing intercept sampling will provide more responses to the most crucial questions in a short amount of time. One or two questions will be presented to patrons at participating locations. Intercept sampling will help us to determine how many individuals within participating schools and organizations purchase meatless options on Mondays.

### *Focus groups*

Focus groups will provide rich qualitative data to round out the process evaluation. Focus groups will be the primary method to investigate the barriers and facilitators to the implementation and adoption process. In the first series, clients, customers, and students will be invited to share information about overall satisfaction and perceptions of quality. In a second series of focus groups, staff from participating organizations will be invited to share perceptions of implementation, feasibility, cost, and Meatless Monday oversight. Each focus group will contain 8-10 people, and focus groups will be conducted until a saturation point is reached.

### *Organization records*

Organization records will help to quantify basic information about how many meals were served, how much the meatless meal options cost, and how many materials and tools are being

distributed. The organization records will provide quantitative data that can act as a supplement to the surveys. We will obtain the records by speaking with participating location managers and explaining the importance of our evaluation. Records that we will look at include budgets, staffing plans, and meal plans.

### Triangulation of Data

An important benefit of a mixed methods approach is the ability to triangulate data collected. By using both qualitative and quantitative methods to collect data, the evaluation is likely to have more valid findings. For example, using only quantitative methods could mean inadvertently overlooking an important aspect on which to collect data, due to a lack of exploratory qualitative research to inform quantitative tools. Using a qualitative approach to complement the quantitative approach increases the potential of identifying those important aspects from the more rich information provided by participants. Additionally, using only qualitative data would be extremely expensive and time consuming without the benefit of as much generalizability.

### Data Analysis

Quantitative data will be entered, cleaned and imported into SAS, where appropriate statistical analyses will be performed. Qualitative data will be imported into Atlas.ti and coded for salient themes.

## **VII. Limitations**

Limitations of this evaluation plan include contextual and organizational obstacles that can be effectively addressed in future implementation of the Meatless Monday campaign. Considering the fact that Meatless Monday is a campaign that looks to spread to other cities, an

evaluation plan of the program without consideration of the context in which it is implemented, is limited. While this evaluation plan focuses on the work conducted in LA, a similar Meatless Monday campaign in San Francisco, or New York City, might not share the same success. Thus, the methods and analysis presented may be less appropriate for locales outside of LA. We are confident, however, that the core measures and theories that guide this evaluation plan are universally applicable across cities.

An additional weakness of this evaluation plan is the broad diversity of stakeholders and participants in the Meatless Monday campaign and its subsequent programs. Meatless Monday targets the entire populace of a city, incorporating individuals of all ages, beliefs, and levels of ownership within the program. Campaign implementers within restaurants and cafeterias must undergo evaluation alongside student participants, parents, and young adult consumers. The broad range of participation, satisfaction, and uptake of the campaign among individuals is difficult to assess through a single set of evaluation measures, which this evaluation plan attempts to accomplish.

The unique nature of Compassion Over Killing's grassroots initiation of the Meatless Monday campaign in LA, with minimal staff and resources, makes its success extraordinarily impressive. However, the rapid pace at which the campaign was disseminated made it difficult to collect pre-implementation data. Various materials used in the campaign could have benefitted from pre-testing among focus groups, while questionnaires before campaign implementation could have provided a valuable sense of the social and political environment before releasing the Meatless Monday message. Without this quantitative and qualitative data, when completing the evaluation plan we lacked a baseline level with which to compare post-implementation data to assess change over time.

Similarly, the flexible nature of the campaign in its early stages was not conducive to developing a detailed program plan and logic model. A logic model and explicit program plan serve as helpful markers to determine where a program is successful or requires additional effort. Without these tools, evaluation of campaign process measures proved to be somewhat ambiguous as program objectives and impacts were missing.

### **VIII. Recommendations**

The Meatless Monday campaign has tremendous potential and demonstrated success in several cities across the United States. As additional locations begin to adopt resolutions in support of Meatless Monday principles, we provide several recommendations, originating from lessons learned through our evaluation plan, for the development and implementation of a Meatless Monday program:

1. Before implementing a Meatless Monday campaign, create a detailed program plan. Involve major stakeholders of your campaign in the program planning process and be sure to incorporate funds, time, and concrete steps for evaluation in your plan. A thorough program plan and corresponding logic model are essential guidelines for the effective implementation and dissemination of a Meatless Monday campaign. Taking stakeholder views into consideration increases community buy-in and strengthens your program, as individuals of diverse backgrounds and roles provide insight into the needs and barriers they foresee.
2. Conduct a situational analysis to understand the context in which the Meatless Monday campaign will be implemented. A situational analysis allows for a better understanding of the beliefs, attitudes, and preferences of the intended audience and what barriers may prevent them from participating in a program (Schiavo, 2014). Relevant social, political, and environmental

forces that affect the intended audience can determine the trajectory of a campaign and are easily assessed through focus groups, questionnaires, and awareness of media opinions. Conducting a situational analysis before implementation facilitates a more effective program planning process as both barriers to dissemination and preferred channels for communication can be identified. Conversely, a good sense of the social environment can illuminate facilitators and program champions who push the campaign forward.

3. Once your team has developed a clear message and materials, it is imperative to pre-test these tools among a small group of stakeholders, through focus groups or surveys. To optimize the reception of program components, gathering feedback and revising campaign tools before program dissemination allows the campaign to be tailored to its audience. Compiling pre-implementation data about stakeholder beliefs and knowledge also provides a point of comparison for post-implementation data collection and analysis. The juxtaposition of such data enhances the evaluation process and helps to identify aspects of campaign strengths and weaknesses.

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## Appendix

### Sample Intercept Questions

Initial demographic question: Do you consider yourself a vegetarian or a vegan?

1. Did you see an advertisement for Meatless Monday at this location, today?  
(Visibility and awareness of the campaign: Evaluation questions 1 & 2)
2. Did you purchase a vegetarian option today?

Note: Data will be collected regardless of vegetarian or vegan status. This will allow us to analyze the data in several ways, including potentially stratifying by vegetarian or vegan status.

### Interview Guide for Consumer Focus Groups

1. What do you think of when you hear Meatless Monday?
2. Where do you usually see information about Meatless Monday?
3. When you are given the choice between a vegetarian and a meat-based option, how do you decide which to pick?
4. How do you feel about restaurants or cafeterias choosing to only offer vegetarian food options on Mondays?
5. If you could change one aspect of the Meatless Monday campaign, what would you change? (e.g. cost, convenience)
6. If your friend asked you about Meatless Monday, what would you tell them?
7. Would you like to add anything that we have not addressed in this focus group today?