



**national
student
advertising
competition**

**Presented by 2025-2026
Competition Partner:**



Team 160

THE FIRST DOWN FOR YOUTH WELLNESS

As the nation's leading sports organization, the National Football League has a unique platform to influence youth experiences in sports, wellness, and community. Through diverse initiatives, the NFL promotes physical, mental, and emotional well-being, taking a holistic approach to youth wellness.

Despite its broad reach, the NFL's message is not resonating. Fragmented initiatives make it difficult for guardians to understand how these programs benefit their children.

THE CHALLENGE IS NOT A LACK OF PROGRAMS; IT IS A LACK OF AWARENESS AND CREDIBILITY.

Despite the NFL's efforts, guardians remain uncertain about its role in youth wellness. Concerns about safety, authenticity, and long-term intentions limit trust in NFL youth initiatives.

Guardians trust the teachers, coaches, and community leaders who guide their children every day. When these trusted voices speak up for youth wellness, guardians listen.

This presents an opportunity.

This campaign positions the NFL as a connector, rather than solely a provider. By empowering trusted individuals to share and validate the message, the campaign builds credibility within communities.

This approach transforms the NFL youth initiatives into a clearer, more accessible system, expanding awareness and encouraging holistic wellness behaviors, **one play at a time.**



TABLE OF CONTENTS

Kickoff	01
The Playing Field	02
Who We're Playing For	03
The Film Room	04
The Key Insight	05
The Opening Drive	06
The Game Plan	07
Drawing Up the Play	08
Game Day Coverage	09
The Scoreboard	10
The Season Plan	11
The Final Score	12

MOVING THE CHAINS

To turn this opportunity into meaningful impact, the campaign advances youth wellness globally through three clear, actionable objectives that define success.



ADVANCE AWARENESS

Grow awareness of NFL youth initiatives by increasing platform traffic by 20-25%²⁷ during the campaign.

ADVANCE PERCEPTION

Build credibility with primary guardians, aiming for a 10-15% increase¹⁶ during the campaign.

ADVANCE PARTICIPATION

Drive sustained engagement by reaching a 5-8% sign-up conversion rate from website visitors.



WHAT WE ARE SEEING ON THE FIELD

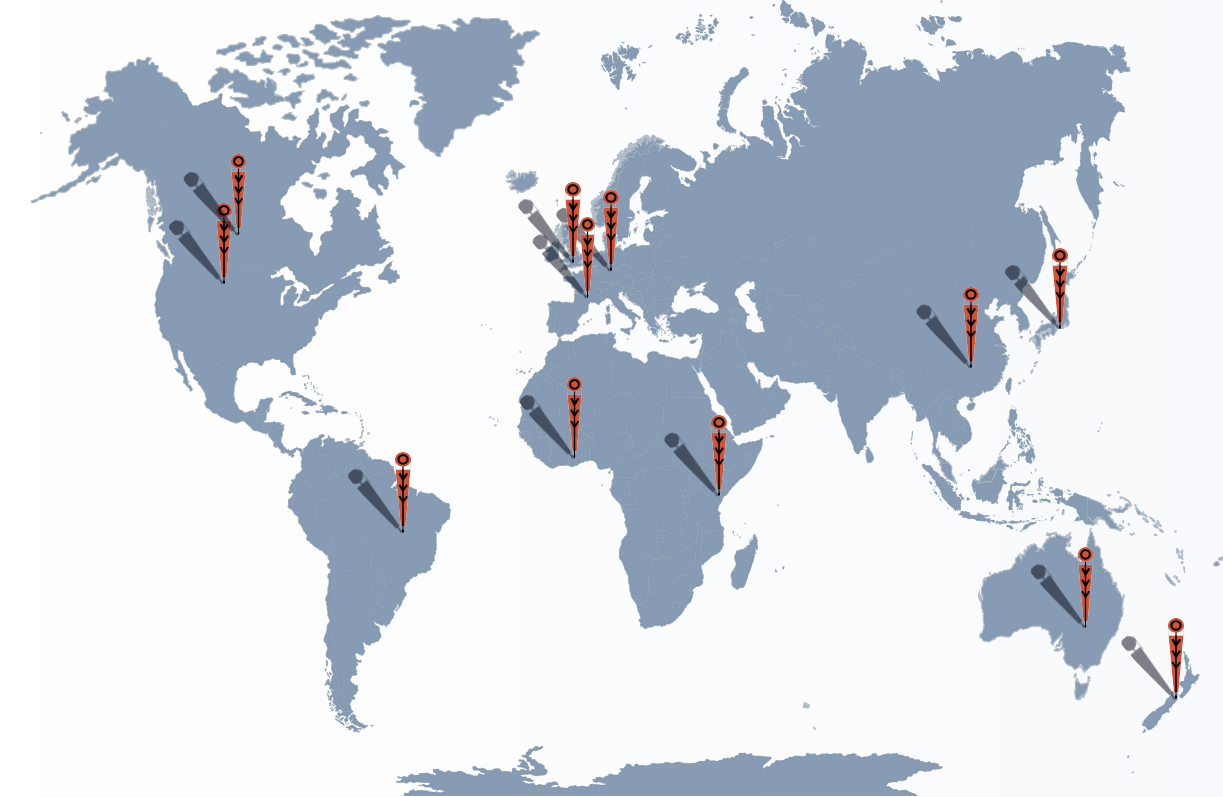
As youth sports participation declines⁸, trusted voices such as guardians, teachers, coaches, and community leaders are raising concerns about the impact on youth wellness and development. At the same time, the NFL is expanding youth football networks like NFL FLAG, connecting families and communities to new opportunities for growth on a global scale¹⁴.

THE VALUE IS EVIDENT, BUT ACCESS IS NOT.

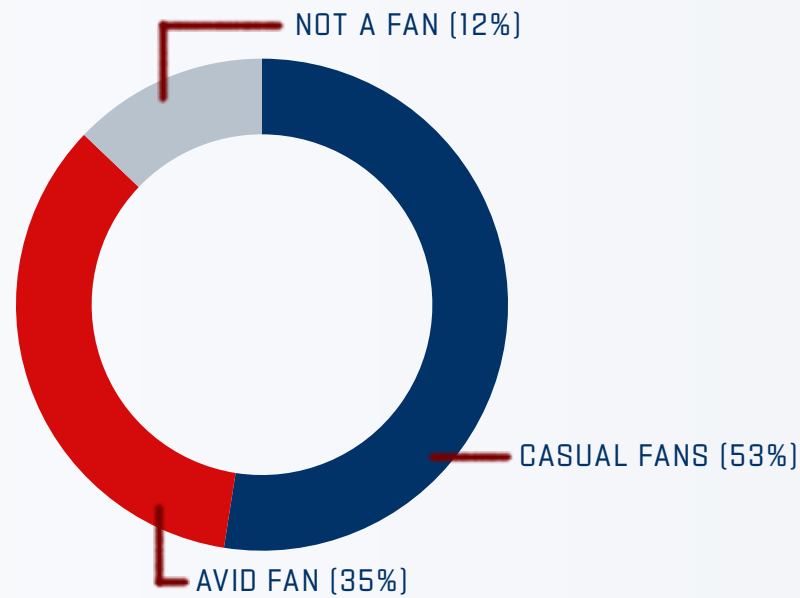
Guardians recognize the importance of building character, health, and life skills. However, many are unaware of available opportunities or the NFL's role in providing them. Without visibility and trust, even strong programs cannot drive meaningful impact.

THE NFL HAS A POWERFUL PLATFORM, BUT MEANINGFUL IMPACT REQUIRES GENUINE CONNECTION.

CURRENT INTERNATIONAL MARKETS WHERE NFL FLAG IS ACTIVE¹⁴



NFL ENGAGEMENT SKEWS HEAVILY TOWARD CASUAL FANDOM²⁵



TOGETHER, THESE INSIGHTS REVEAL A CRITICAL GAP:
The NFL's youth initiatives exist, but guardians lack a clear, trusted path to participate.



"SPORTS PROGRAMS CAN PROVIDE CHILDREN A SENSE OF BELONGING AND CONFIDENCE."
- **MARCUS, YOUTH FOOTBALL COACH²⁴**

- Unrivaled visibility and outreach
- Strong fan loyalty
- Established media and brand partnerships
- Local team-based community presence
- 830k K-12 students participated in NFL-sponsored flag football¹⁸



"PROGRAMS THAT SUPPORT BOTH PHYSICAL ACTIVITY AND MENTAL WELLNESS WOULD REALLY HELP YOUNG PEOPLE."
- **BRYAN, FATHER OF THREE²⁴**

- Wellness is seen as only physical
- Inclusivity gaps among non-fans and minorities
- Poor promotion of improved safety procedures
- Inconsistent youth wellness messaging
- 70% of children stop participating in organized sports by age 13⁸



"IF THE NFL PROMOTES SOMETHING FOR KIDS, PEOPLE ARE GOING TO PAY ATTENTION. THEY ALREADY HAVE THE AUDIENCE."
- **RACHEL, ELEMENTARY SCHOOL TEACHER²⁴**

- Culture is shifting toward mental health
- Openness to wellness messaging in sports
- Families shape youth participation
- Physical activity leads to improved physical and mental health
- 70% of respondents want the NFL to focus on having easy access to their youth programs²⁵



WHEN PARENTS HEAR FOOTBALL, ONE OF THE FIRST THINGS THEY THINK OF IS POTENTIAL INJURIES."
- **SARAH, MOTHER OF TWO²⁴**

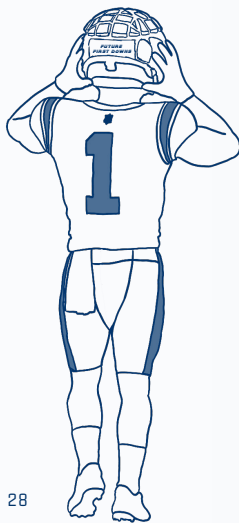
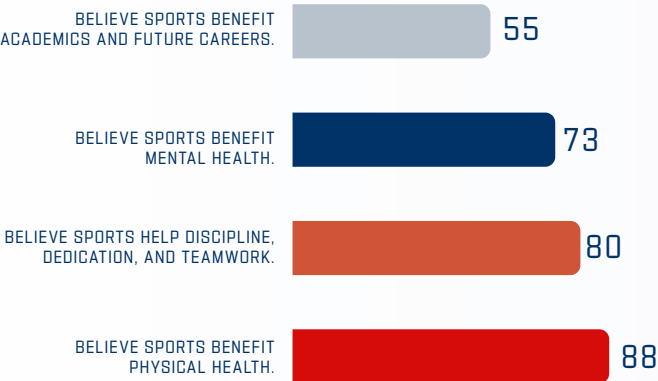
- Strong injury association with football
- Cost and resource barriers
- Limited access to rural areas
- Risk of performative messaging
- 13% decline in youth sports participation in the past 12 years¹⁸

WHO WE ARE PLAYING FOR

Youth participation is influenced by an entire network, not just a single audience.

PRIMARY AUDIENCE THE "HELMETS-ON" GUARDIAN

ROLE → The household's primary decision-maker and role model¹.



28

MINDSET →

They want their children to thrive², but remain cautious about NFL youth initiatives due to concerns about safety and trust.

BELIEFS & PERCEPTIONS →

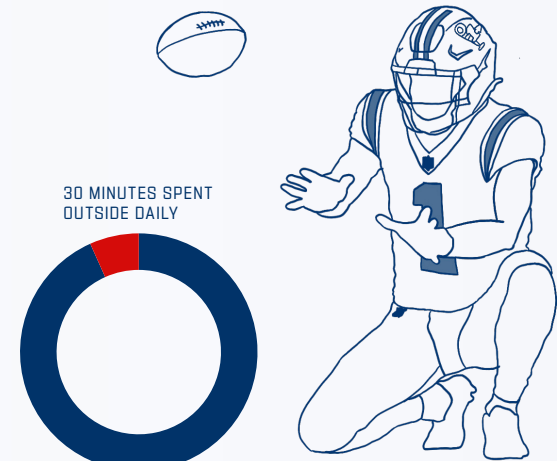
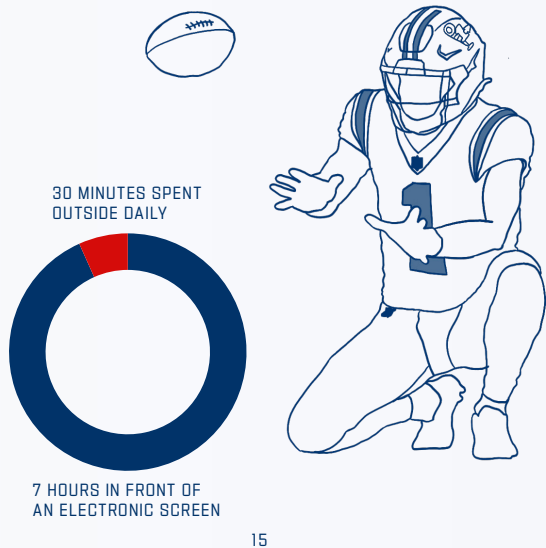
They look for policies that prioritize safety and support limited-contact football³, viewing flag football as a safer, more accessible entry point³.

WHY THEY MATTER →

The "Helmets-On" Guardian ultimately decides how and when their children participate.

SECONDARY AUDIENCE THE PLAYER

The primary participant in NFL youth initiatives.



15

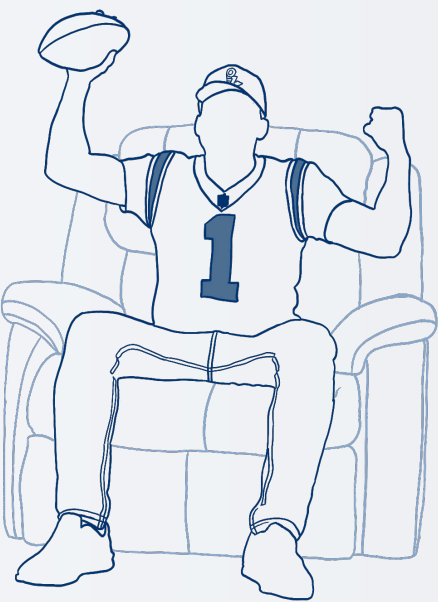
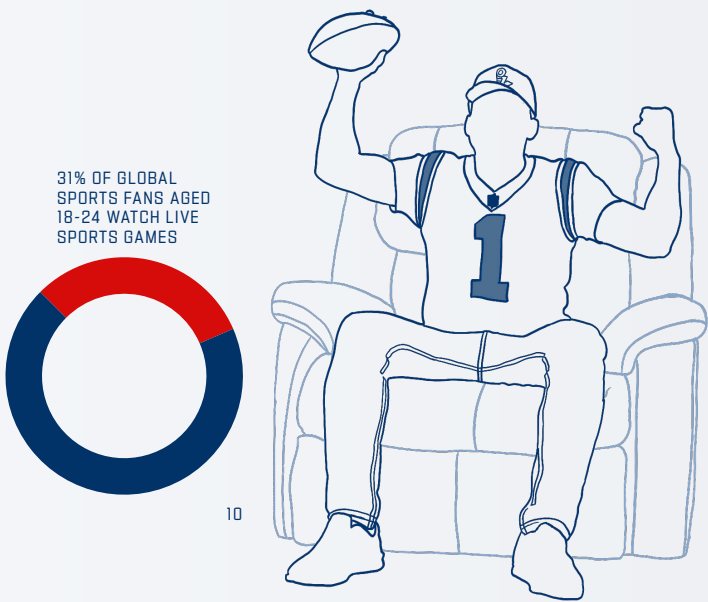
Competitive and socially driven, they trust peers, coaches, and guardians for guidance.

They value programs and teams that promote wellness¹⁸, but remain cautious about safety, desiring equal opportunity and inclusivity for all.

The Player represents the next generation of athletes and fans.

TERTIARY AUDIENCE THE ARMCHAIR QUARTERBACK

The casual fan and cultural amplifier.



10

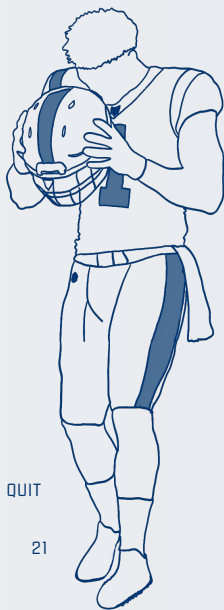
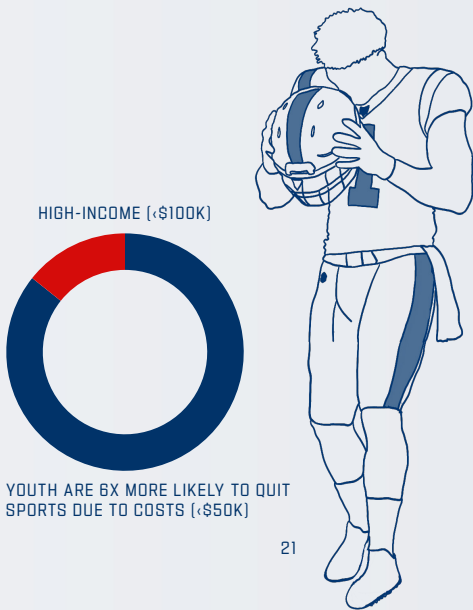
They have little emotional investment in the NFL's initiatives, enjoying football from a distance and staying connected through die-hard friends.

While they enjoy the game, they question the NFL's authenticity around safety and programs.

The Armchair Quarterback reaches a broader audience and builds trust, strengthening loyalty among fans.

INFLUENTIAL AUDIENCE THE PROSPECTS

Represents growth opportunities and under-served communities, non-traditional football households, and youth with limited access to sports.



21

They are passionate about sports and NFL's potential to impact communities, but remain cautious about authenticity.

They value community and inclusion, seeking accessible programs that promote safety.

The Prospect represents the unactivated participation and the potential for future audience expansion¹⁹.

Collectively, these audiences form the network that determines whether youth initiatives are discovered, trusted, and acted upon.

THE FILM ROOM

To better understand audience perceptions of the NFL's youth wellness initiatives, our team conducted primary and secondary research.

We surveyed 263 respondents and held 14 focus groups across key audience segments. Our research focused on trust, safety, and authenticity. Additional industry and audience research confirmed our findings. By analyzing this data, we gained clearer insights into public attitudes toward NFL youth initiatives.

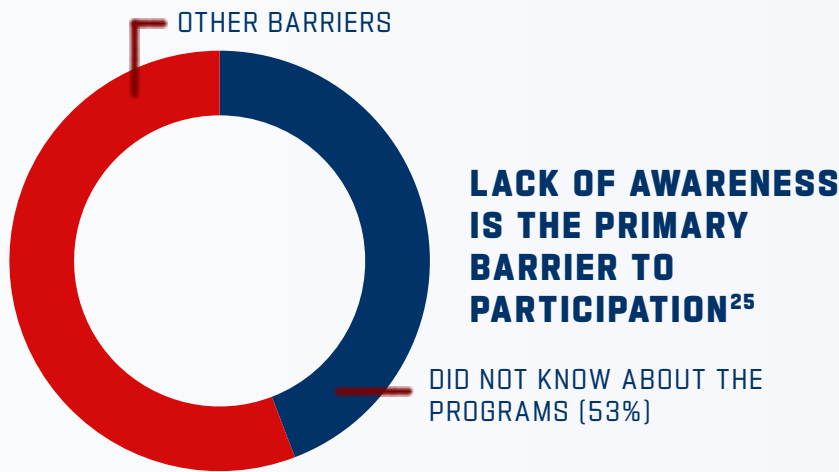
THE VOICES BEHIND THE DATA

Our research draws from a broad network of voices, capturing key influence groups and a range of backgrounds. The data reflects strong representation across gender identities, with a notable female presence, and includes both athletic and non-athletic households. Nearly half of all respondents are over 45, closely mirroring our core audience: the "helmets-on" guardian.

Three key insights emerged, shaping how audiences understand, trust, and engage with NFL youth initiatives.

These challenges are not isolated. They are connected.

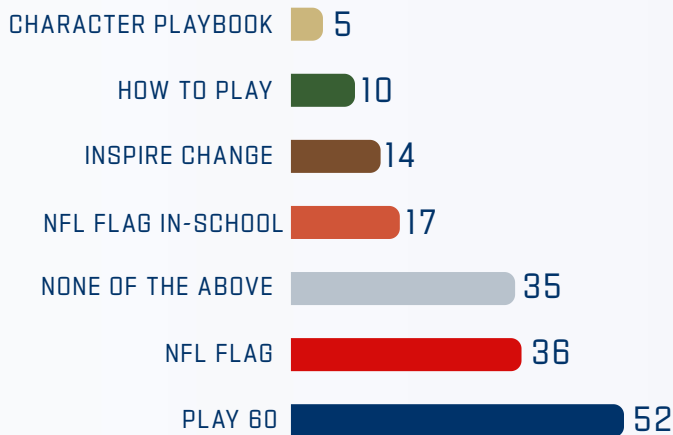
AWARENESS



- 49%** of U.S. adults aged 18-44 are aware of the NFL supported mental health campaign, "Love, Your Mind"²⁶
- 34%** of survey respondents believe increasing awareness and program advertisements would help the NFL's support of youth mental health²⁵
- 63%** of "helmets-on" guardians are familiar with the process for identifying emotional and mental health needs their child's school has²⁹

AWARENESS OF NFL YOUTH INITIATIVES IS FRAGMENTED²⁵

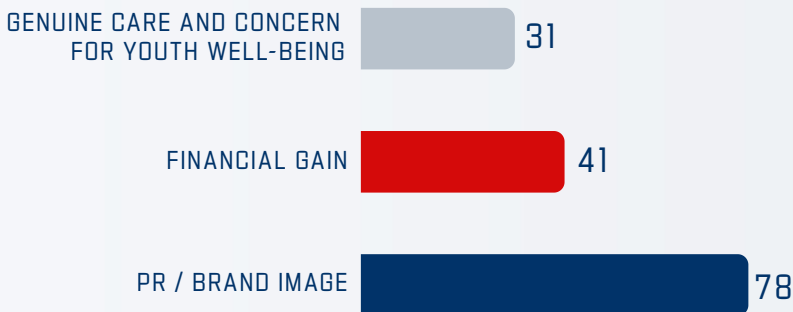
Respondents familiarity with NFL youth initiatives (%)



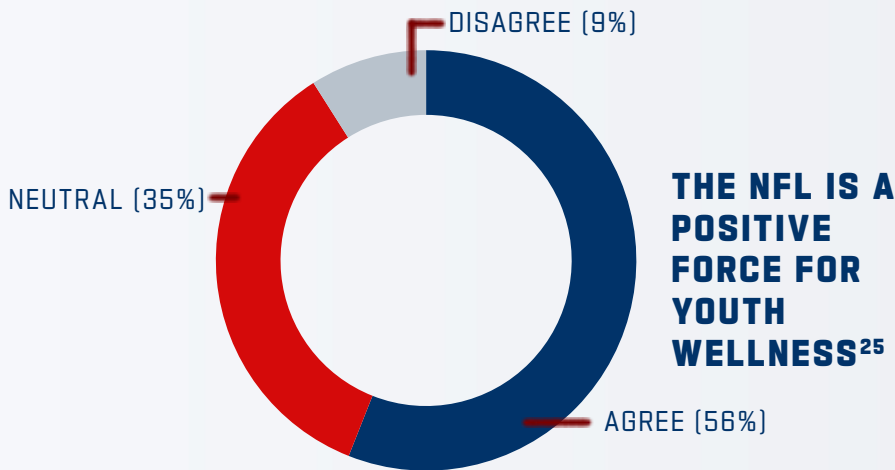
Awareness remains low. Many potential participants and supporters are unaware of these initiatives. Stronger promotion and communication are needed to increase engagement and impact.

PERCEPTION

PERCEIVED INTENT OF NFL YOUTH INITIATIVES (%)²⁵

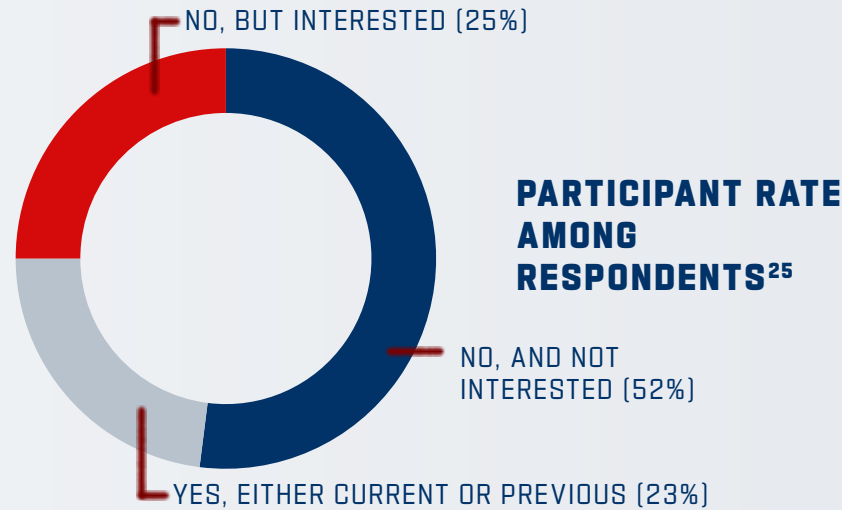


- 92%** of parents believe youth sports' primary value is building character and life skills⁶
- 42%** increase of NFL players using at least one organization-provided mental wellness resource, indicating a growing role of mental health support within the organization²²
- 57%** of sports fans say they would react positively if athletes shared struggles with mental health or personal challenges¹¹



More people recognize the NFL's support for youth development and player wellness, though some still view its efforts as image-driven. Building authentic, trusted connections remains essential.

PARTICIPATION



2.4M participants in 2024³⁰ **VS** **6.4M** participants each year³¹

23% increase in participation over the last 5 years¹³

45M youth aged actively engaged in organized sports globally¹³

OTHER BARRIERS TO PARTICIPATION (%)²⁵



Participation in youth sports is experiencing a significant comeback, reaching its highest levels since before the pandemic as the vast majority of children actively explore new athletic activities.

THE KEY INSIGHT

With research, one truth becomes clear.

THE PRIMARY BARRIER IS NOT YOUTH WELLNESS ITSELF, BUT TRUST IN THE NFL AS THE MESSENGER.

"Helmets-on" guardians believe in the value of youth wellness. They want safe environments where their children can build confidence, connection, and character.

When youth initiatives appear fragmented, promotional, or disconnected from trusted community leadership, hesitation outweighs interest.

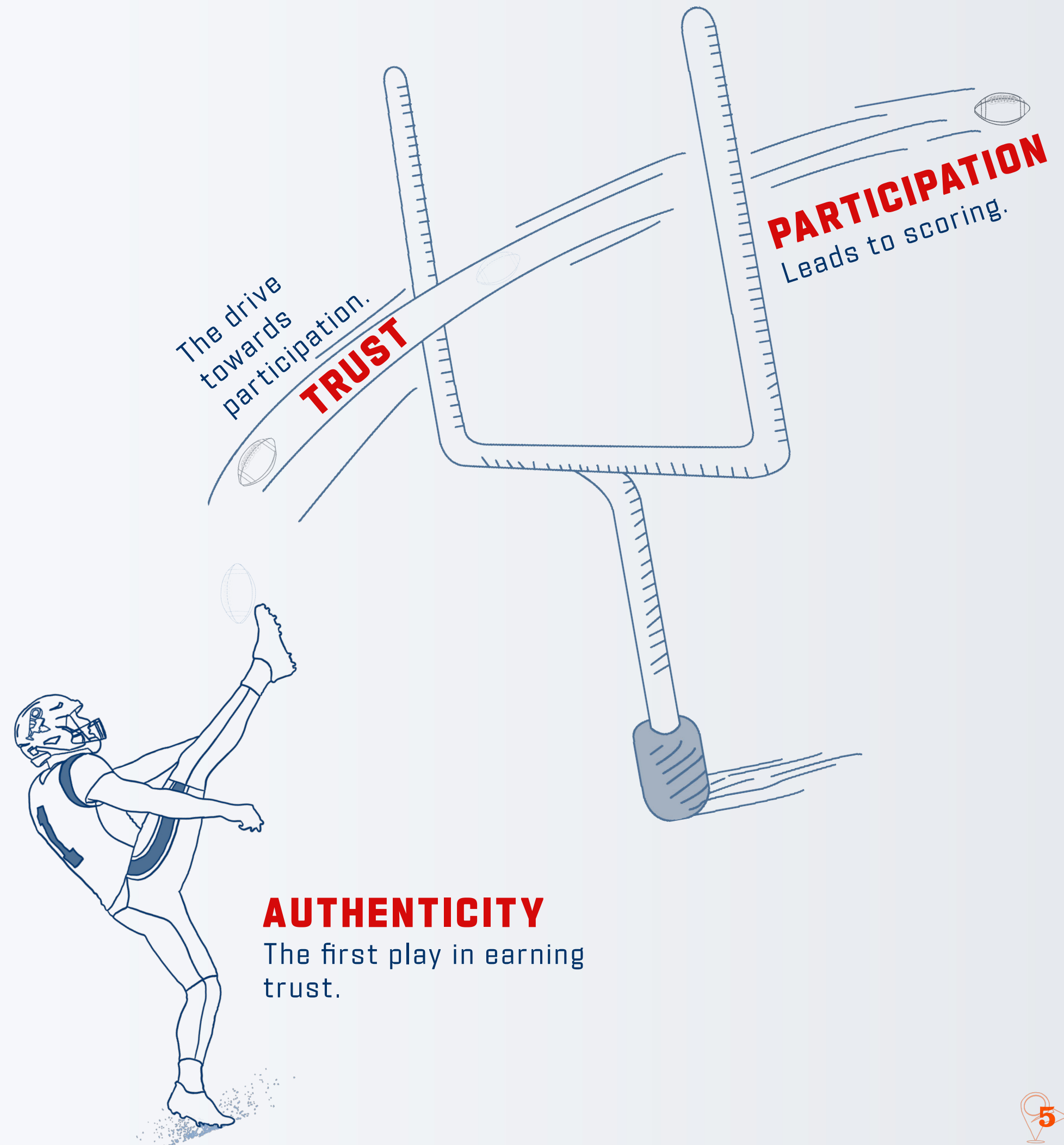
Families are not questioning the importance of youth wellness; they are questioning whom they trust to deliver it.

To move "helmets-on" guardians from interest to engagement, the NFL must demonstrate that it is building youth wellness, not just promoting it.

THE PLAY-CALL

"Helmets-on" guardians seek safe environments and meaningful connections for their children through an organization that is authentically committed to these goals.

The NFL should capitalize on this by prioritizing consistency, accessibility, and authentic community integration.



THE OPENING DRIVE

With the insight as the foundation, the strategy is clear.

To move "helmets-on" guardians from hesitation to participation, the NFL must eliminate fragmentation, prove authenticity, and embed youth wellness within trusted community spaces.

This campaign is not a new program; it is a unifying system that strengthens the NFL's overall community impact.

By consolidating existing initiatives into a single, visible platform and elevating trusted voices, the NFL transforms youth wellness from a promotional message into a shared movement. This is achieved by prioritizing accessibility, consistency, and leadership rooted in local communities. This unification strategy will increase visibility, build recognition, and make participation actionable.

This strategy activates four pillars that transform NFL youth initiatives from fragmented programs into a unified movement.

THE FOUR DOWNS OF OUR CAMPAIGN

1 UNIFICATION OF PROGRAMS

The NFL will create a unified network that brings youth initiatives together under one recognizable platform, strengthening recognition and creating a clear path for participation.

ADVANTAGE: Clarity replaces fragmentation.

2 COMMUNITY BUILDING

The NFL will elevate trusted community leaders as the main messengers for youth wellness. By communicating through voices "helmets-on" guardians already trust, the organization builds credibility and reinforces authenticity.

ADVANTAGE: Trust is built through proximity.

3 HOLISTIC YOUTH WELLNESS

The NFL will position youth initiatives to support both physical and mental development. By integrating character building, rest, mental wellness, and life skills alongside athletic participation, the organization reflects a modern view of youth development.

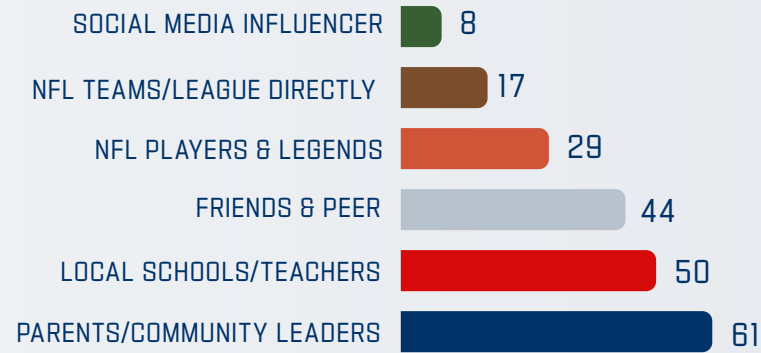
ADVANTAGE: Visibility becomes the purpose, not just the activity.

4 ACCESSIBILITY OF PARTICIPATION

The NFL will expand access by simplifying enrollment, increasing program visibility, and equipping schools and community organizations with tools to host youth initiatives. Removing structural and financial barriers enables more players to participate.

ADVANTAGE: Opportunity becomes accessible.

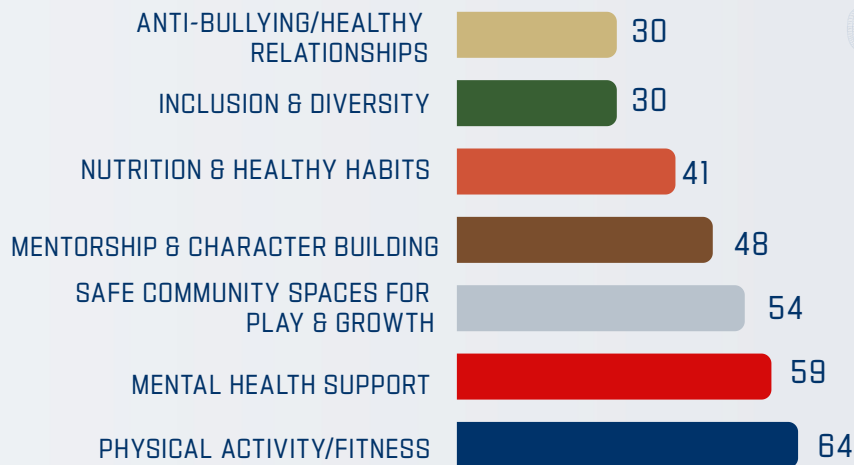
TRUSTED MESSENGERS FOR YOUTH PROGRAMS²⁵



"IF THE NFL WANTS TO HELP COMMUNITIES, MAKING YOUTH PROGRAMS MORE ACCESSIBLE WOULD MAKE A BIG DIFFERENCE."

– DAVID, FORMER HIGH SCHOOL ATHLETE²⁴

ALL ASPECTS OF YOUTH WELLNESS ARE IMPORTANT, RESPONDENTS PRIORITIZE PHYSICAL ACTIVITY, MENTAL HEALTH, AND SAFE SPACES FOR THE PLAYER²⁵



FUTURE FIRST DOWNS



By authentically and clearly uniting the NFL's youth initiatives, ***FUTURE FIRST DOWNS*** teaches families to approach youth wellness **one step at a time**.

Players learn to tackle mental health **one day at a time**.

"Helmets-On" Guardians are inspired to support their children **one moment at a time**.

FUTURE FIRST DOWNS demonstrates that winning in life happens **one play at a time**.

Youth wellness is not only about performance, but about teaching players that progress comes from first downs.

Show up for your children **one day at a time**.

When "helmets-on" guardians are engaged, confidence grows, teams strengthen, and success follows, **one play at a time**.

Building strong minds, bodies, and communities starts by recognizing that every small win moves the chains, running up the score for success.

Celebrate every small win, every happy moment, every first down. They matter.

Through movement, mentorship, teamwork, and connection,

FUTURE FIRST DOWNS builds the player's confidence to face challenges on and off the field.

Now it is time for "helmets-on" guardians to step in, show up, and be part of the play

It is time for your team to win.

One play at a time.

One act of encouragement at a time.

One child at a time.

DRAWING UP THE PLAY

To bring this idea to life, the NFL's commitment to youth wellness should be as important and recognizable as the game itself.

FUTURE FIRST DOWNS transforms this belief into a unified creative system that signals trust, credibility, and purpose across every touchpoint.

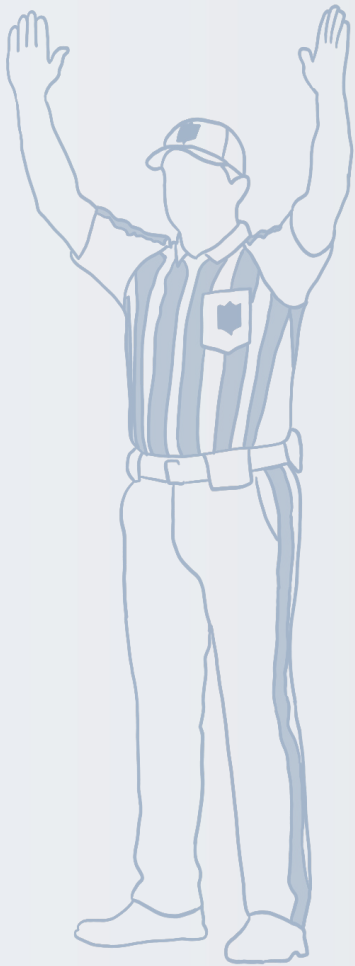
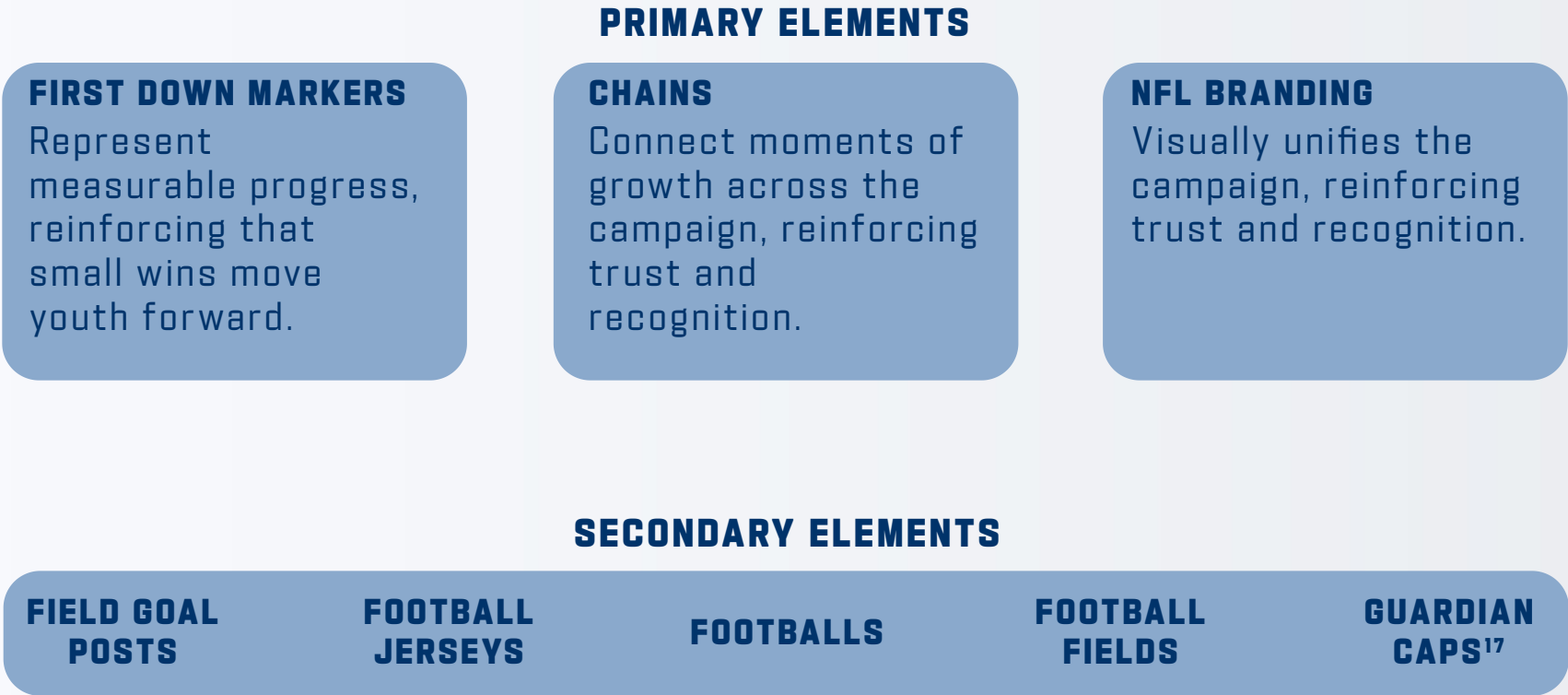
By integrating familiar football elements into the campaign's visual language, the game's structure becomes a framework for progress. Youth wellness is no longer a separate initiative, it is embedded in the NFL's identity. If the game represents growth, decline, and teamwork, youth wellness should be a natural extension.

FUTURE FIRST DOWNS is not a separate initiative. It is rooted in the game and focused on building strong minds, bodies, and communities.

One play at a time.

DESIGNING PROGRESS THROUGH THE GAME

Our creative system transforms recognizable football elements into symbols of progress, protection, and participation within youth wellness. By translating football's structure into a visual language of progress, **FUTURE FIRST DOWNS** connects youth wellness directly to the NFL's culture, visibility, and credibility.



By transforming the language of football into the language of progress, **FUTURE FIRST DOWNS** ensures that every visual reinforces the same idea: Every step forward is a first down.

THE LANGUAGE OF PROGRESS



GAME DAY COVERAGE

With the creative strategy in place, the next step is activation.

FUTURE FIRST DOWNS meets audiences where trust already exists, and behavior is already happening, bringing the campaign into everyday moments across media, community, and culture.

Using a phased multimedia approach, the strategy targets high-impact environments where "helmets-on" guardians, players, and communities are most engaged.

Each channel plays a distinct role, but together they form a unified system that guides audiences from awareness to participation. They play an essential role in positioning youth wellness as an ongoing initiative and communicating the primary message of **FUTURE FIRST DOWNS**:

THE NFL IS INVESTED IN IMPROVING YOUTH WELLNESS, ONE PLAY AT A TIME.

FUTURE FIRST DOWNS PLAYBOOK



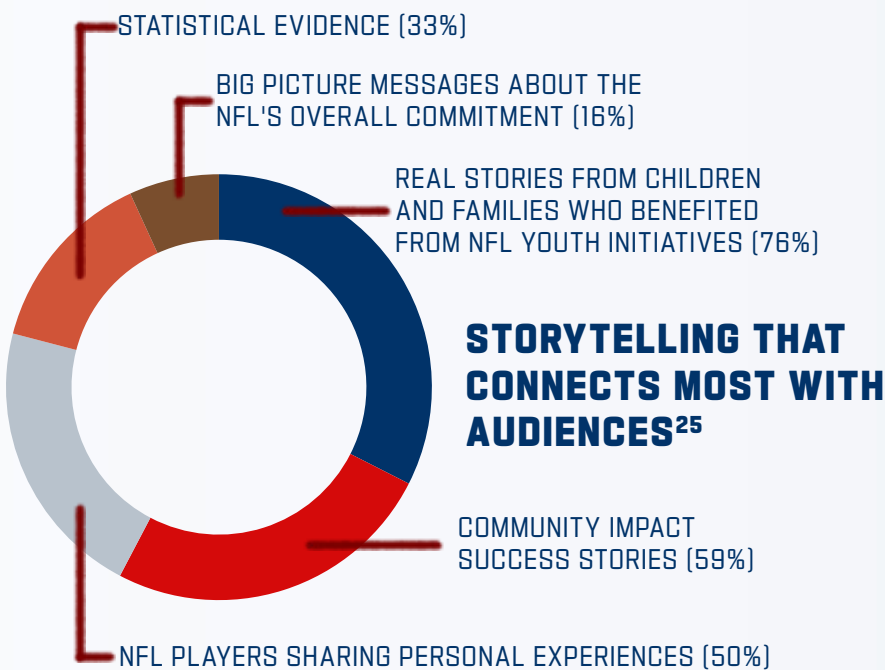
Combining our human generated content with Wix's AI generated templates, we created the **FUTURE FIRST DOWNS** landing page.

DIGITAL At the center of our campaign is the **FUTURE FIRST DOWNS** website, where people can explore NFL youth programs, find local opportunities, and celebrate progress through Featured First Downs.

FUTURE FIRST DOWNS LICENSE PLATE FRAME



OOH Drive your first down forward. Every license plate frame supports NFL youth initiatives, turning every mile into an opportunity for players to grow and succeed



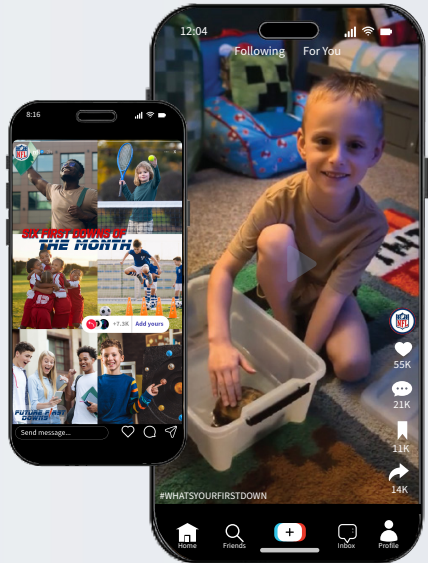
FUTURE FIRST DOWNS GATORADE PARTNERSHIPS

The Gatorade partnership²⁰ brings **FUTURE FIRST DOWNS** to life on the field, connecting hydration, performance, and growth through limited-edition packaging, reminding athletes that progress is build one first down at a time.



EVERY BIG DREAM STARTS WITH A FIRST DOWN #WHATSYOURFIRSTDOWN

SOCIAL MEDIA It begins with a hero video of everyday wins, then grows into a community movement where families, coaches, and players share their own stories; turning individual progress into collective momentum. Through #WhatsYourFirstDown, trust is built by the community and every first down is celebrated.



FIRST DOWN FUNDAMENTALS

OTT Not everyone knows football, but everyone knows progress. Streaming directly into living rooms, these commercials use real-life visuals and on-screen descriptions to make the game feel personal, giving every viewer the foundation they need to find their own first down.



THE SCOREBOARD

FIELD POSITION	FORMATION	THE PLAY	PLAY CALL	PLAYERS ON THE FIELD	MOVING THE CHAINS
SOCIAL MEDIA		#What'sYourFirstDown Campaign - NFL-curated UGC compilations	Drive participation by turning everyday wins into shareable moments that build community momentum.	- The "Helmet's On" Guardian - The Player - The Armchair Quarterback - The Prospect	- UGC volume from families & children - Impressions and reach - Video completion rate - Following growth
OTT & STREAMING		30 sec ads - Nickelodeon youth-focused integrations	Build awareness and credibility through high-reach, trusted viewing environments.	- The "Helmet's On" Guardian - The Player - The Armchair Quarterback - The Prospect	- Engagement rate - Video completion rate - Brand lift in awareness - Cost per completed view
OOH	- Billboards - Bus Wraps - Semi-Trucks - License Plate Frames	"Future First Downs Starts Now" - QR-enabled "Your First Down Starts Here" - Back door "Future First Downs" "Future First Downs" frames for charity	Captures attention in everyday environments and directs audiences to immediate action.	- The "Helmet's On" Guardian - The Player - The Armchair Quarterback - The Prospect	- Estimated impressions - QR code scans - Direct traffic increases in DMAs - Brand recall in key markets
DIGITAL	- Email Campaign - Fantasy Football Apps⁷	- Resource hub - Pop-up ads - Personalized engagement touchpoints	Converts awareness into action by guiding users to explore and enroll in programs.	- The "Helmet's On" Guardian - The Armchair Quarterback	- Website sessions + unique visitors - Click-through rate - Average session duration - Bounce rate
PARTNERSHIPS	- Gatorade - Scholastic Book Fair - YMCA - Boys and Girls Club - Influencer Boosting/Marketing	- Co-branded activations - Youth clinics - Mentorship moments	Builds credibility and drives participation through trusted community partners.	- The "Helmet's On" Guardian - The Player	- Event attendance - Program sign-ups - Engagement with co-branded activations
EVENTS	- NFL Combine and Draft - High School Friday Night Lights⁵ - College Spring Games⁴	- Youth representation moments - Live integrations	Leverages key football moments to connect inspiration with real opportunities.	- The "Helmet's On" Guardian - The Player	- Event attendance - On-site sign-ups - Social amplification - Post-event website traffic
AUDIO		- Host-read ads - Programmatic audio placements	Reinforces awareness through immersive, high-frequency listening environments.	The "Helmet's On" Guardian	- Impressions - Listen-through rate - Ad recall
GUERILLA	- Whiteboard - Sidewalks - Staircase Illusions	"My first down today was..." "Your First Down Starts Here " installations - High traffic stair case first down marker	Sparks interaction and community participation through unexpected, shareable moments.	- The "Helmet's On" Guardian - The Player - The Armchair Quarterback - The Prospect	- QR code scans - Social shares - UGC created from activations - Foot traffic engagement
GAMING		- In-game challenges - Custom football-themed island	Engages players in immersive environments where participation feels native and interactive.	The Player	- In-game engagement - Click-through to campaign - Shared gameplay/UGC

DMA

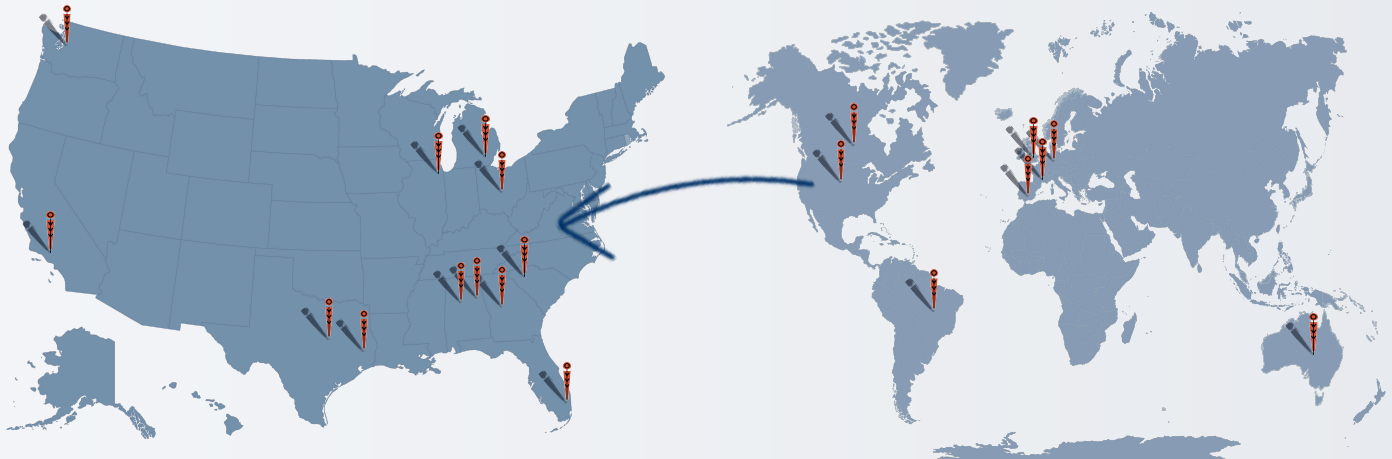
Designated marketing areas based on high density of families with children and multicultural demographics to drive interest across the campaign.

- ANN ARBOR, MI
- ATHENS, GA
- ATLANTA, GA
- AUSTIN, TX
- CHICAGO, IL
- CLEMSON, SC
- COLUMBUS, OH
- HOUSTON, TX
- LOS ANGELES, CA
- MIAMI, FL
- SEATTLE, WA
- TUSCALOOSA, AL

By meeting audiences where they already play, learn, and connect, ***FUTURE FIRST DOWNS*** transforms media into momentum,

- advancing awareness,
- strengthening perception, and
- driving participation.

ONE PLAY AT A TIME.



THE SEASON PLAN

Just as a game is not won in a single play, behavior change is not built in a single moment. It unfolds over time.

The *FUTURE FIRST DOWNS* campaign is structured across four quarters, each building on the last to create sustained momentum.

1ST QUARTER

Establish initial awareness and credibility by introducing the initiative early and building digital momentum toward the end of the school year and into summer.

2ND QUARTER

Drive mass reach and behavioral normalization by integrating the campaign into summer programs, preseason events, and preparing for the upcoming school year.

3RD QUARTER

Reinforce legitimacy and strengthen physical presence during fall school curriculum, peak football regular season, and holiday traveling.

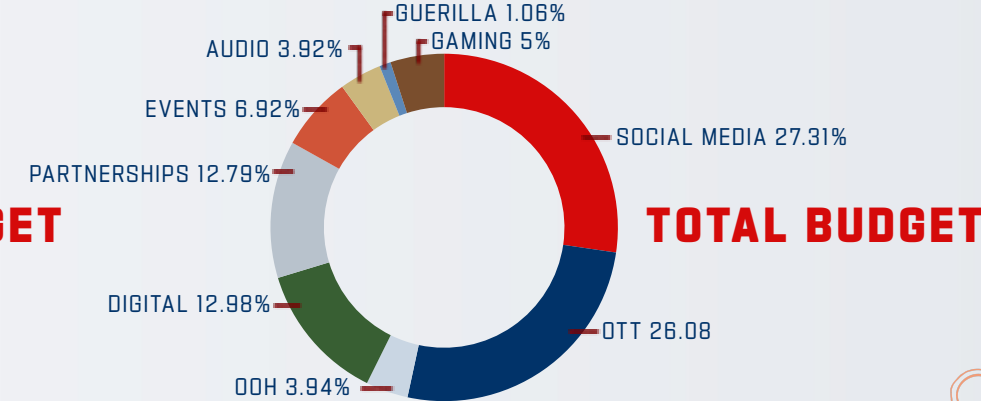
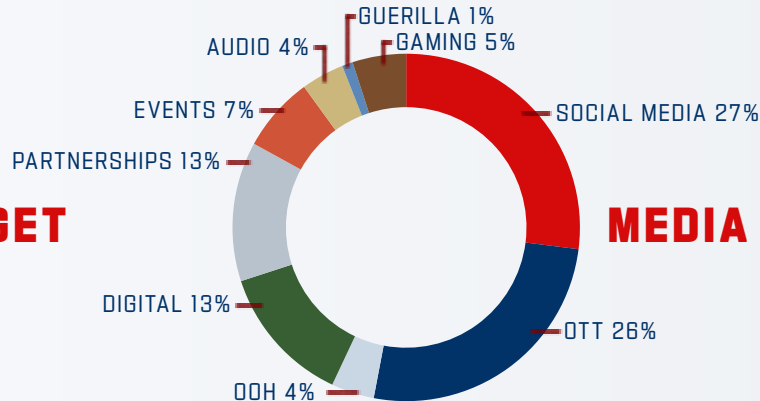
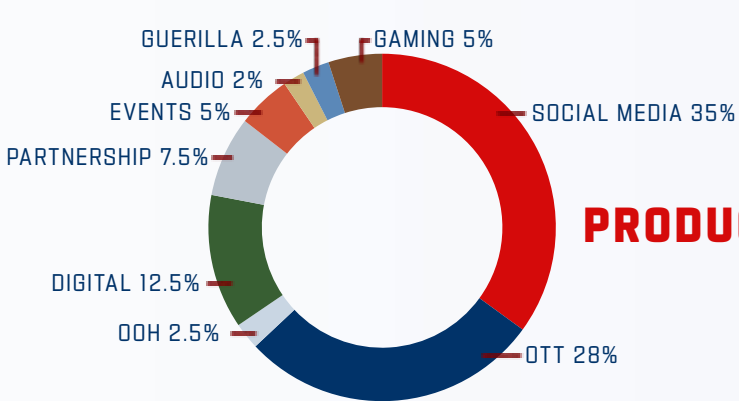
4TH QUARTER

Solidify the NFL as a "credible organization in relation to player wellness" and shift messaging toward long-term behaviors. This is where our plan wins - fourth quarter

Each phase moves audiences further down the field, turning initial exposure into meaningful engagement.

Q1 Mid-March - June																	Q2 July - August					Q3 September - December					Q4 January-Mid March					BUDGET		IMPRESSIONS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
MAR																	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	MEDIA	PRODUCTION																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
SOCIAL MEDIA																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				

- LOW
- MODERATE
- HIGH
- PEAK



THE FINAL SCORE

To understand the true impact of *FUTURE FIRST DOWNS*, success must be measured the same way progress is built, **one first down at a time.**

Each objective is directly tied to measurable outcomes that reflect real movement.

ADVANCE AWARENESS.
FUTURE FIRST DOWNS ensures families can clearly recognize, access, and navigate NFL youth initiatives through a unified platform.

CURRENTLY,
53% of respondents are unaware of NFL youth initiatives, highlighting a critical opportunity.

MEASUREMENT

- Progress is measured through total reach across paid, owned, and earned media, ensuring the message is seen.
- Website traffic confirms that families not only see the message, but also where to go next.

ADVANCE PERCEPTION.
FUTURE FIRST DOWNS shifts the image of NFL youth initiatives from performative to trustworthy, safe, and community-driven.

CURRENTLY,
78% believe the NFL's involvement is driven by PR.

MEASUREMENT

- Engagement metrics reveal how audiences interact with content, while pre- and post-campaign surveys measure shifts in trust.
- Increased endorsements from "helmets-on" guardians and community leaders signal that credibility has been earned.

ADVANCE PARTICIPATION.
FUTURE FIRST DOWNS drives meaningful engagement and sustained involvement.

CURRENTLY,
23% have participated in youth initiatives, revealing a gap between interest and action.

MEASUREMENT

- Sign-ups, repeat participation, and continued interaction measure real behavioral change.
- Website engagement metrics confirm that families are not only arriving but also staying engaged.

AWARENESS IS ACHIEVED WHEN VISIBILITY TURNS INTO DISCOVERY.

PERCEPTION CHANGES WHEN TRUST IS NOT CLAIMED BUT DEMONSTRATED.

PARTICIPATION IS ACHIEVED WHEN INTENTION TURNS INTO ACTION, AND ACTION BECOMES HABIT.

When awareness grows, perception strengthens, and participation increases, the result is more than engagement; it is impact.

FUTURE FIRST DOWNS not only promotes player wellness but also fosters player empowerment. It builds a system where it can be seen, trusted, and lived every day.

Because success is not defined by a single moment.

It is built: **One play at a time. One first down at a time. One child at a time.**

