



CITY OF MERRILL
MARKETING & COMMUNICATIONS COMMITTEE
AGENDA • THURSDAY, JULY 17, 2025

Regular Meeting **City Hall Council Chambers** **5:15 PM**

To attend remotely call 530-500-4220 PIN 681-340-416 #

- I. Call to Order**
- II. Consider approving minutes from the previous meeting**
 - 1. Minutes from the June 19th meeting
- III. General Agenda Items for Consideration**
 - 1. Discuss and consider the June Revenue and Expense Report.
 - 2. Discuss and approve the revised Merrill Marketing Campaign overview.
 - 3. Discuss and consider the Merrill Business Video Scripting and overview.
 - 4. Discuss and consider alternative video production options.
 - 5. Discuss and consider the Destination Guide ad concept.
 - 6. Discuss and consider street banner program options.
 - 7. Discuss and consider Community Night Out participation.
 - 8. Chamber of Commerce update
 - 9. Lincoln County Economic Development update
- IV. Monthly Reports and Updates**
 - 1. Monthly Report & Statistical Analytics - Social Media Specialist Savall
 - 2. Consider placing monthly reports on file
- V. Public Comment**
- VI. Date and Time of Next Meeting - Thursday, August 21st at 5:15 pm**
- VII. Adjournment**

The Merrill City Hall is accessible to the physically disadvantaged. If special accommodations are needed, please contact the Merrill City Hall at (715) 536-5594.

**CITY OF MERRILL
MARKETING & COMMUNICATIONS COMMITTEE
THURSDAY, JUNE 19, 2025 MINUTES
REGULAR MEETING CITY HALL COUNCIL CHAMBERS 5:15 PM**

- I. **Call to Order** Chair Fermanich called the meeting to order at 5:15 pm.
Present: D4 Alderperson Fermanich, D8 Alderperson Rutkowski
Present Not Voting: Social Media Specialist/Fairgrounds Coordinator Hallie Savall, Scott Steele, Sarah Sturm, City Administrator Akey, City Clerk Anderson-Malm, Sarah Guild (remote), Merrill Community Media
Absent: D5 Alderperson Landis Holdorf
- II. **Consider approving minutes from the previous meeting**
 1. **Minutes from the May 15th meeting.** - (D8 Alderperson Rutkowski/D4 Alderperson Fermanich) motion/second approve. The motion passed.
- III. **General Agenda Items for Consideration**
 1. **Discuss and consider the May Revenue/Expense Report** - D4 Alderperson Fermanich spoke with Finance Director Ley regarding some of the numbers and some were revised. There were no other questions.
 2. **Food Truck-a-palooza Review** - SMS/FG Savall updated the committee. Approx 3,000 attended with 71 craft spots and 30 food trucks. The final numbers will be available at the next meeting. Positive feedback was received for the event.
 3. **Annual Business Survey Videos - next steps** - Scott Steele led the conversation and mentioned 12 businesses responded with stories and wanting to be included in the videos.
 4. **Discuss and consider the revised Marketing Strategy** - Scott Steele - information was included in the packet and is a "wish list draft". He would like see Merrill do 3 things well and build on other items rather than doing 5 things average. The ability to accomplish the items comes down to human resources and budget. It was suggested to sit down with local businesses to see what exact jobs are hard to fill and what businesses need to do to fill them.
 5. **Discuss and consider the Go-Pro Action Bundle** - Information was included in the packet. SMS/FG Savall will work with IT Manager Brown to figure out the best option for Marketing videos. Following discussion, (D4 Alderperson Fermanich/D8 Alderperson Rutkowski) motion/second to allow SMS/FG Savall and IT Manager Brown, not to exceed \$700 for a Go Pro action bundle. The motion passed.
 6. **Discuss and consider Business Survey Video production collaboration with Mazie Schlueter of Church Mutual** - A meeting was held with Mazie Schlueter who agreed to work as a freelance videographer. She will put

together a proposal to handle the business videos. The goal is to have the videos completed in 2025 and ready to view in 2026.

7. **Chamber of Commerce Update** - Sarah Sturm provided a Chamber of Commerce update. She provided an update on the golf outing and provided information regarding the State Fair.
8. **Lincoln County Economic update** - Sarah Guild (remote) gave a brief update. She attended an Entrepreneurial Conference in Wisconsin Rapids and provided an update.

IV. Monthly Reports and Updates

1. **Monthly Report & Statistical Analytics - Social Media Specialist Savall**
- All reports were included in the packet. SMS/FC Savall highlighted some items and answered questions.
2. **Consider placing monthly reports on file** - (D8 Alderperson Rutkowski/D4 Alderperson Fermanich) motion/second place monthly reports on file. The motion passed.

V. Public Comment There was no public comment.

VI. Date and Time of Next Meeting - Thursday, July 17th at 5:15 pm

VII. Adjournment (D8 Alderperson Rutkowski/D4 Alderperson Fermanich) motion/second adjourn. The motion passed. The meeting adjourned at 5:45 pm.

Minutes respectfully submitted by City Clerk Anderson-Malm
Minutes are in draft form until approved at the next scheduled meeting.

26 -Reserved - Non-Lapsing
 M&C - Cable/Video

| | ANNUAL BUDGET | CURRENT PERIOD | Y-T-D ACTUAL | % OF BUDGET | BUDGET BALANCE |
|--|------------------|-------------------|-----------------|----------------|-------------------|
| REVENUES ===== | | | | | |
| <u>Intergovernmental</u> | | | | | |
| 45305-43439 State VSP Aid | 24,324.00 | 0.00 | 0.00 | 0.00 | 24,324.00 |
| 45305-43510 CARES COVID-19 Reimb | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL Intergovernmental | 24,324.00 | 0.00 | 0.00 | 0.00 | 24,324.00 |
| <u>Licenses and Permits</u> | | | | | |
| 45305-44900 Cable Franchise (Less Adm) | 95,500.00 | 0.00 | 43,955.09 | 46.03 | 51,544.91 |
| TOTAL Licenses and Permits | 95,500.00 | 0.00 | 43,955.09 | 46.03 | 51,544.91 |
| <hr/> | | | | | |
| TOTAL REVENUES | 119,824.00 | 0.00 | 43,955.09 | 36.68 | 75,868.91 |
| EXPENDITURES ===== | | | | | |
| <u>Personnel Services</u> | | | | | |
| 55305-01-21000 Wages-Perm-Regular | 31,985.00 | 3,555.58 | 13,342.35 | 41.71 | 18,642.65 |
| 55305-01-51000 Social Security-Medicare | 465.00 | 264.49 | 936.85 | 201.47 | (471.85) |
| 55305-01-55000 Life Insurance | 50.00 | 0.00 | 16.54 | 33.08 | 33.46 |
| TOTAL Personnel Services | 32,500.00 | 3,820.07 | 14,295.74 | 43.99 | 18,204.26 |
| <u>Supplies & Expenses</u> | | | | | |
| 55305-03-40000 MAPS Merrill Productions | 35,650.00 | 0.00 | 16,058.02 | 45.04 | 19,591.98 |
| 55305-03-40022 Closed Captioning Legal | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55305-03-45000 Audio-Chambers & Expo | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55305-03-46389 Wi-Fi Public Replacements | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55305-03-46390 Software-Web Filtering | 2,250.00 | 0.00 | 0.00 | 0.00 | 2,250.00 |
| 55305-03-46400 Social Media Archiving | 3,979.00 | 0.00 | 3,978.60 | 99.99 | 0.40 |
| 55305-03-46500 Festival Grounds & Expo | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55305-03-47250 City Website Hosting | 4,650.00 | 0.00 | 4,650.00 | 100.00 | 0.00 |
| 55305-03-47500 Accela Live Streaming | 10,250.00 | 9.99 | 2,091.58 | 20.41 | 8,158.42 |
| 55305-03-47523 CivicPlus - Meetings | 4,600.00 | 0.00 | 9,415.35 | 204.68 | (4,815.35) |
| 55305-03-47533 M&C Committee - Resources | 4,600.00 | 9.97 | 21.01 | 0.46 | 4,578.99 |
| 55305-03-47534 MWC Monthly Ads | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55305-03-47536 Visitor Guide Ads | 3,000.00 | 0.00 | 0.00 | 0.00 | 3,000.00 |
| 55305-03-47555 Marketing Contractor | 32,208.00 | 2,684.00 | 13,420.00 | 41.67 | 18,788.00 |
| 55305-03-47557 Social Media Contractor | 0.00 | 0.00 | 40.00 | 0.00 | (40.00) |
| 55305-03-47566 M&C - Cell Phone | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55305-03-47575 LCEDC Marketing | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL Supplies & Expenses | 101,187.00 | 2,703.96 | 49,674.56 | 49.09 | 51,512.44 |
| <hr/> | | | | | |
| TOTAL EXPENDITURES | 133,687.00 | 6,524.03 | 63,970.30 | 47.85 | 69,716.70 |
| REVENUES OVER/(UNDER) EXPENDITURES | (13,863.00) | (6,524.03) | (20,015.21) | 0.00 | 6,152.21 |

26 -Reserved - Non-Lapsing
 MFG - Events

| | ANNUAL BUDGET | CURRENT PERIOD | Y-T-D ACTUAL | % OF BUDGET | BUDGET BALANCE |
|--|------------------|-------------------|-----------------|----------------|-------------------|
| <u>REVENUES</u> ===== | | | | | |
| <u>Intergovernmental</u> | | | | | |
| 45324-43515 Federal ARPA | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL Intergovernmental | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| <u>Miscellaneous Revenues</u> | | | | | |
| 45324-48500 MFG Events-Donations | 0.00 | 0.00 | 7,000.00 | 0.00 | (7,000.00) |
| 45324-48525 Food Truck-Spot Rentals | 0.00 | 0.00 | 650.00 | 0.00 | (650.00) |
| 45324-48550 MFG Events - Grants | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 45324-48725 Craft Show Revenues | 0.00 | 0.00 | 1,525.00 | 0.00 | (1,525.00) |
| 45324-48750 Event Revenues | 0.00 | 0.00 | 1,277.00 | 0.00 | (1,277.00) |
| TOTAL Miscellaneous Revenues | 0.00 | 0.00 | 10,452.00 | 0.00 | (10,452.00) |
| TOTAL REVENUES | 0.00 | 0.00 | 10,452.00 | 0.00 | (10,452.00) |
| <u>EXPENDITURES</u> ===== | | | | | |
| <u>Supplies & Expenses</u> | | | | | |
| 55324-03-40000 MFG-Food Truck Expenses | 0.00 | 3,018.00 | 9,479.25 | 0.00 | (9,479.25) |
| 55324-03-40024 MFG-Craft Expenses | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL Supplies & Expenses | 0.00 | 3,018.00 | 9,479.25 | 0.00 | (9,479.25) |
| TOTAL EXPENDITURES | 0.00 | 3,018.00 | 9,479.25 | 0.00 | (9,479.25) |
| REVENUES OVER/(UNDER) EXPENDITURES | 0.00 | (3,018.00) | 972.75 | 0.00 | (972.75) |

**City of Merrill
Reserved and Designated Fund Equity**

06/30/2025

Detail Summary Information

| | | 12/31/24 | 2025 | 2025 | YTD |
|----------------------------------|------------------|---------------------|--------------------|--------------------|---------------------|
| Description | Account Number | Balance | Revenue | Expenses | Balance |
| N/L MFG Events | 31-7700 | \$13,516.24 | | | |
| Federal ARPA | 45324-43515 | | | | |
| MFG Events-Donations | 45324-48500 | | \$7,000.00 | | |
| Food Truck-Spot Rentals | 45324-48525 | | \$650.00 | | |
| MFG Events - Grants | 45324-48550 | | | | |
| Craft Show Revenues | 45324-48725 | | \$1,525.00 | | |
| Event Revenues | 45324-48750 | | \$1,277.00 | | |
| Food Truck Expenses | 55324-03-40000 | | | \$9,479.25 | |
| Craft Show Expenses | 55324-03-40024 | | | | |
| Net Foodtruck Event | | <u>\$13,516.24</u> | <u>\$10,452.00</u> | <u>\$9,479.25</u> | <u>\$14,488.99</u> |
| N/L Cable Franchise | 31-5714 | \$152,042.56 | | | |
| State VSP Aid | 45305-43439 | | | | |
| Cable Franchise (Less Adm) | 45305-44900 | | \$43,955.09 | | |
| Social Media Contractor | 55305-01-Various | | | \$14,295.74 | |
| MAPS Merrill Productions Reimb | 55305-03-40000 | | | \$16,058.02 | |
| Closed Captioning Legal | 55305-03-40022 | | | | |
| Audio-Chambers & Expo | 55305-03-45000 | | | | |
| Wi-Fi Public Replacements | 55305-03-46389 | | | | |
| Software-Web Filtering | 55305-03-46390 | | | | |
| Social Media Archiving | 55305-03-46400 | | | \$3,978.60 | |
| Festival Grounds & Expo | 55305-03-46500 | | | | |
| City Website Hosting | 55305-03-47250 | | | \$4,650.00 | |
| Accela Live Streaming | 55305-03-47500 | | | \$2,091.58 | |
| CivicPlus - Meetings | 55305-03-47523 | | | \$9,415.35 | |
| M&C Committee - Resources | 55305-03-47533 | | | \$21.01 | |
| MWC Monthly Ads | 55305-03-47534 | | | | |
| Visitor Guide Ads | 55305-03-47536 | | | | |
| Marketing Contractor | 55305-03-47555 | | | \$13,420.00 | |
| Social Media Contractor Supplies | 55305-03-47557 | | | \$40.00 | |
| M&C - Cell Phone | 55305-03-47566 | | | | |
| Net Cable Franchise | | <u>\$152,042.56</u> | <u>\$43,955.09</u> | <u>\$63,970.30</u> | <u>\$132,027.35</u> |

Updated Merrill attraction/retention messaging

Objective: Attract individuals and families to relocate or return to Merrill by showcasing a simple, small-town lifestyle paired with strong career and quality-of-life opportunities.

Core Message:

We promise that in Merrill, you'll *experience more to life*. In Merrill, people find the space—physically, mentally, and emotionally—to slow down, explore, and be themselves.

Campaign Theme:

- Title: *Breathe deeply. Grow fully.*
- Subtitle: Live, work and play in Merrill Wisconsin.
- Graphic: Logo/tagline

Breathe Deeply. Grow Fully.

This will appeal to our target audience—people ages 25–45 considering a move to a more rural area.

Target Audience Insight (Ages 25–45, Rural Movers)

- Emotional drivers **for** this group often include:
 - Escaping burnout or stress
 - Prioritizing well-being and family
 - Seeking authenticity, balance, and quality of life
 - Wanting room to *grow personally and professionally*

Why “Breathe Deeply. Grow Fully.” Works::

- “Breathe Deeply” taps directly into the emotional relief of leaving urban chaos—traffic, noise, pressure.
- “Grow Fully” speaks to both life purpose and career development—without sounding transactional.
- The phrase feels restorative, holistic, and aspirational—qualities that strongly resonate with 25–45-year-olds who want a *life upgrade*, not just a relocation.

Strategic Support

1. Target Intent-Driven Moments

Focus messaging around key micro-moments when people act on a need via search, social, or mobile:

- **"I-want-to-know" moments** — Researching destinations, local culture, or nearby amenities.
- **"I-want-to-do" moments** — Looking for things to do, community events, or outdoor recreation.
- **"I-want-a-change" moments** — Exploring job openings, housing, or quality-of-life comparisons.

2. Lead with Experiences

Promote authentic moments that reflect what makes Merrill special. Focus on experiences highlighting the unique experiences that Merrill offers to create emotional connections and inspire people to consider Merrill.

- **Moments of activity:** Showcase scenes from parades, fairs, local sports, and seasonal festivals.
- **"Breathe deeply. Grow fully" imagery:** A fisherman on still water, a child waving at a parade, or families gathered at the park—visuals that speak to freedom, calm, and connection.
- **Video storytelling:** Use short, personal business/resident video stories to build emotional connections and relatability.

Why It Works

By aligning with the real moments when people evaluate lifestyle changes—whether searching for a job, a home, or a new place to raise a family—Merrill's message can break through. These emotionally resonant, visually rich moments build trust, spark interest, and move people from curiosity to consideration.

Interview Prep Guide

Objective: Attract individuals — and their families — to relocate or return to Merrill by sharing real, heartfelt stories from residents.

Core Message:

We promise that in Merrill, you'll *experience more to life*. To bring that promise to life, we're collecting short, personal stories about the moments that make Merrill feel like home — whether it's about work, family, nature, or community. These stories help others see what life here *really* feels like.

Format:

- We need to capture both video and still photography to allow flexibility in promoting the community.

Before the Interview:

Let the interviewee know what to expect and what we're looking for:

- We're asking you to share specific moments or memories that show why you love living, working, or playing in Merrill.
- These don't have to be big accomplishments — even a quiet or simple moment can help tell our story.
- Use the phrase below for inspiration:
“Breathe deeply. Grow fully. Live, work, and play in Merrill, Wisconsin.”

Background Prompts:

- **About you:**
 - What is your name and job description?
 - When did you move/return to Merrill?
 - Would you like to share anything about your family?
 - What's the best part of your daily routine living here?
 - Have you made strong connections or friendships since moving to Merrill?
- **About your job:**
 - Where do you work, and what do you do?
 - How did you find your job here?
 - How does working here support the kind of life you want?
- **About living in Merrill:**
 - What made you decide to move to Merrill?
 - What's something about Merrill that might surprise people?
 - What do you love most about living here?
 - What's your favorite thing to do in town on the weekends?
 - How has living in Merrill impacted your family or lifestyle?
- **About Community & Quality of Life**
 - How would you describe the sense of community in Merrill?

- Do you take advantage of the outdoor activities or seasonal events?
- What's your favorite season in Merrill — and why?

Story Prompts:

Ask the interviewee to reflect on moments like these:

- **At Work:**
A moment that made you proud of your company or team — for example, solving a tough problem, helping a client, or being part of something meaningful.
- **At Home:**
A moment that reminded you why you chose Merrill — for example, less time in traffic, more time with family, a great neighborhood, or a small act of kindness that stuck with you.
- **Outdoors:**
A favorite outdoor memory — for example, catching a fish on a quiet morning, an ATV ride through the trails, snowmobiling after a fresh snowfall, or hiking with your kids.

Wrap-Up Question:

End the interview with: “In one sentence or word, how would you describe what it’s like to live, work, and play in Merrill?”

Standard Video Opening:

- Accelerated video of sun rising over the Wisconsin River or Lake Alexander - demonstrate the beauty of “space” .
- Fade to blue sky:
 - Text and voice-over:
 - *Breathe deeply. Grow fully.*
 - Live, work and play in Merrill Wisconsin.
 - Logo/tagline

Interview:

- B-roll of outside/inside of the business (people going in and out, signage, etc.).
- Fade to blue sky:
 - Text: “Why I chose Merrill”
- Edit video interview into individual sections: Live, work and play.
 - B-roll or photography Ken Burns effect that aligns with their stories.

Standard Video Closing:

- Drone aerial video flying over our neighborhoods and natural beauty.
 - Text and voice-over:
 - *Breathe deeply. Grow fully.*
 - Live, work and play in Merrill Wisconsin.
 - Logo/tagline

Come live, work and play in Merrill, Wisconsin.

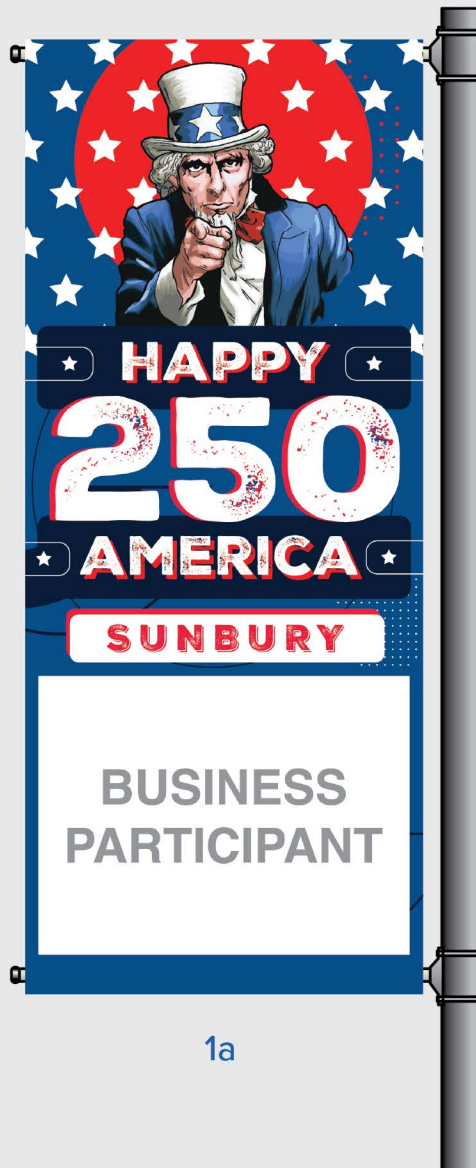
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Breathe deeply. Grow fully.



Below is the proposed City Design for your banner project.
Please note that the colors of the printed banners may vary from those shown in the proof due to the banner material.



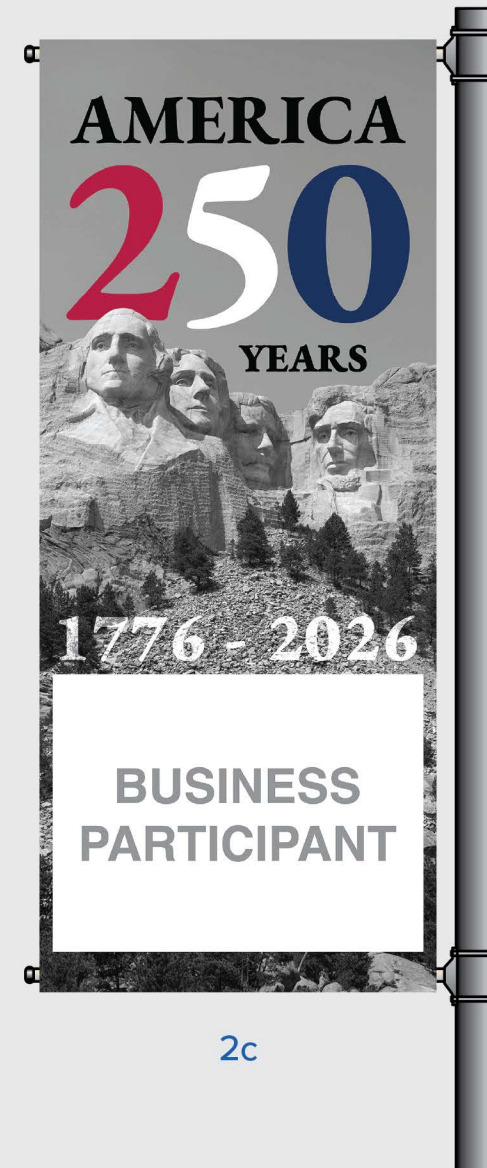
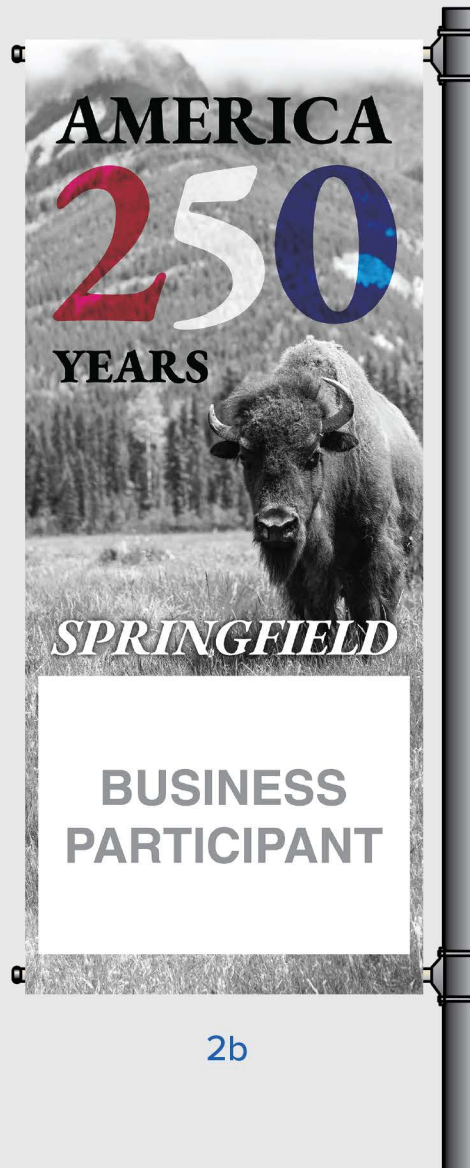
1a



1b

Below is the proposed City Design for your banner project.

Please note that the colors of the printed banners may vary from those shown in the proof due to the banner material.



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4a



4b

Below is the proposed City Design for your banner project.
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July 2025
Social Media Report

Tasks -

I have met with the Mayor to discuss events and happenings within Merrill
I have met with LaDonna to go over goals and the agenda for the coming month.
I attended Ribbon Cuttings for businesses in town.

Social Media -

I have been getting July's events in the Calendar and working on August happenings as well.

Future Marketing Opportunities

Movie Land Events -

Movie Under the Stars - 3 events this summer. One of which will be at the Airport.
I am working with Dylan Thomas who is lead for these events. He has done a great job with getting sponsors and spreading the word.

Upcoming events for promotion -

City band and Gazebo Nights

The Fair

Labor Day Car show at the Fairgrounds

Tour of Lights

Food Truck-a-Palooza 2026

Looking forward to next year and the 250th birthday for America.

June 2025 Social Media Analytics

Facebook Page Reach: 13,280 (Up 57.3%)

- *The number of people who saw any content from your Page or about your page, including posts, stories, ads, social information from people who interact with your page and more. *Reach is different from impressions, which may include multiple views of your posts by the same people.*

Facebook Page Visits: 43,453 (up 59.2 %)

- *The number of times your Facebook page was visited.*

New Facebook Page Likes: 34

Cumulative Facebook Page Likes: 3,866

Link Clicks on page - 60

Content (Most Popular by Reach)

1. Pool opening (Reach 10,245; Likes, Reactions, Comments and Shares 155)
2. Biking on 107 (Reach 4,924; Likes, Reactions, Comments and Shares:86)
3. Cooling Centers (Reach 2,847; Likes, Reactions, Comments, shares and link clicks: 39)
4. Rodeo (Reach 2,027; Likes, Reactions, Comments and Shares: 30)
5. Street Dedication (Reach 1,454; Likes, Reactions, Comments and Shares: 58)

LinkedIn -

We Currently have 47 followers on LinkedIn. Posts include - Ground Breaking Ceremonies, Chamber Ribbon Cuttings, Chamber Business after Hours, City of Merrill Years of Service Recognition (if employee agrees).

YouTube

We currently have 38 subscribers for the Main City Of Merrill YouTube Channel. The City of Merrill Meetings page has 34 followers. This is where all recorded meetings are uploaded for people to watch. There has been an increase in videos being watched which is good to see. Nathan and Draco have been doing a great job getting meetings uploaded.

The Mayor communications videos are uploaded every month onto the Main City of Merrill page.

Website Analytics - please see Website Analytics Summary.

| Website Analytics 2025 | | | | | | | | | |
|------------------------|-------------|--------------------|--------------|-------------|--------------|-------------------|--------------|----------------------|--------------|
| | Acquisition | Experience Merrill | | Home Page | | Park & Recreation | | Food Truck-a-Palooza | |
| | "midwest" | Views | Active Users | Views | Active Users | Views | Active Users | Views | Active Users |
| May 2024 | 68 | 103 | 92 | 3602 | 2365 | 753 | 455 | | |
| June 2024 | 72 | 76 | 70 | 3342 | 2324 | 826 | 494 | | |
| July 2024 | 101 | 88 | 82 | 4040 | 2868 | 989 | 573 | | |
| August 2024 | 87 | 429 | 373 | 4362 | 3263 | 804 | 461 | | |
| September 2024 | 136 | 2539 | 2495 | 2820 | 1783 | 516 | 339 | | |
| October 2024 | 294 | 1586 | 1545 | 2639 | 1457 | 317 | 198 | | |
| November 2024 | 288 | 1636 | 1561 | 1989 | 1144 | 344 | 211 | | |
| December 2024 | 270 | 1845 | 1789 | 2143 | 1207 | 325 | 208 | | |
| January 2025 | 306 | 3096 | 3026 | 2409 | 1235 | 534 | 307 | | |
| February 2025 | 307 | 774 | 717 | 1981 | 1028 | 586 | 340 | | |
| March 2025 | 375 | 618 | 539 | 2361 | 1271 | 635 | 355 | | |
| April 2025 | 371 | 574 | 540 | 2212 | 1261 | 664 | 418 | | |
| May 2025 | 509 | 891 | 856 | 2314 | 1326 | 902 | 513 | 1389 | 883 |
| June 2025 | 0 | 93 | 76 | 2338 | 1337 | 1024 | 581 | 46 | 35 |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |