

**From:** [Rimrock Neighborhoods Task Force](#)  
**To:** [Leslie Cooke](#)  
**Subject:** [EXTERNAL] Invitation to tour the new City Hall  
**Date:** Thursday, December 4, 2025 12:25:04 PM  
**Attachments:** [image.png](#)

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**From:** [Susan DeCamp](#)  
**To:** [Council](#)  
**Subject:** [EXTERNAL] noise pollution  
**Date:** Thursday, December 4, 2025 3:38:07 PM

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Dear City Council Member,

Since 2022, there has been a steady increase in the number of aircraft and the decibel levels over the City of Billings. I live on the Billings West End, just off Rimrock Rd.

Since the new runway was built, junky old small aircraft are taking off right over my house, sometimes circling over our community for hours at a time. They don't have mufflers, they are polluters and they should not be allowed to circle overhead like that. Small aircraft crash with alarming regularity in Montana. This is a heavily populated area - and WE WERE HERE FIRST!!

The research on noise pollution is well established. It causes stress, disrupts children's learning (Poly Drive School comes to mind), and disrupts sleep, another health issue.

This morning, I was awakened at 4:30am by what I thought was an earthquake. My house shook and the noise level was upsetting. After calling the airport, I learned that there were no airport flights until about 5am. The kind and helpful person told me that there are Chinook helicopters taking off and landing right over my house. I would like to know if a Geologist was consulted about the impact of heavy air traffic on the Eagle Sandstone Formation that comprises the Rims. That vibration, combined with the heavier rainfall we are getting these days will exacerbate rock fall and collapse along the Rims.

These aircraft are destroying our quality of life, endangering our health and our safety. The airport master plan must reflect proper planning to regain our quality of life and avert disaster.

Thank you for your kind consideration,

Susan DeCamp  
Billings MT 59102  
406-248-4543

**From:** [Colleen Bradley](#)  
**To:** [mayor&council@billingsmt.gov](mailto:mayor&council@billingsmt.gov); [Council](#)  
**Subject:** [EXTERNAL] Street Noise Feedback  
**Date:** Thursday, December 4, 2025 4:44:49 PM

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Dear Billings City Council:

As you collect feedback from Billings citizens and voters, please recognize I have already submitted to the Council a request during the Summer for police to patrol Rimrock Road, from Zimmerman Trail and west.

I live in the Durland Heights neighborhood and timing-wise, **as the bars close on Friday and Saturday nights, during Spring and Summer months, it is impossible to sleep due to hours of continuous drag racing on and along the expanse of Rimrock Road ( 1:00 a.m. until 3:00 a.m.)** It is unfortunate that the Chief of Police has decided not to patrol there and during those hours, knowing full well how bad it gets with the incessant, nonstop loud noise... is very difficult to live with and get any quality rest.

If the Chief of Police choses not patrol this area at these times perhaps, just like during peak travel times, a solution to deputize citizens, train them and arm them with speed measurement devices and allow them to issue tickets on behalf of Billings City Government may bring relief and much better governance. Nonprofits may be interested in doing this work, I have witnessed other metropolitan areas successfully implement such a method.

Best regards,

--

Colleen Bradley  
[colleenbradleyMBA@gmail.com](mailto:colleenbradleyMBA@gmail.com)  
+1 (360)322-9690

**From:** [Dahl, Gina](#)  
**To:** [.MayorAndCouncil](#)  
**Subject:** FW: City Hall Open House - Thursday, Dec. 11th  
**Date:** Thursday, December 4, 2025 4:12:21 PM  
**Attachments:** [Open House Flyer.bmp](#)

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**From:** Kampa, Liz <KampaL@billingsmt.gov>  
**Sent:** Thursday, December 4, 2025 12:44 PM  
**To:** .All City Email Employees <All\_City\_Email\_Employees@billingsmt.gov>  
**Subject:** City Hall Open House - Thursday, Dec. 11th

PLEASE JOIN US



**DECEMBER 11, 2025  
4:00 - 6:00 PM**

Enjoy light snacks and refreshments,  
while touring your new City Hall building!

**316 North 26<sup>th</sup> Street**



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P 406.657.8216 F 406.247.8608

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My typical schedule is Monday - Friday from 8:00 am to 5:00 pm

**From:** [Max French](#)  
**To:** [Pam Ellis](#)  
**Cc:** [Cole, Bill](#); [Kukulski, Chris](#); [BOCC](#); [Council](#); [Joanna King](#)  
**Subject:** RE: [EXTERNAL] Montana Rescue Mission  
**Date:** Thursday, December 4, 2025 3:25:42 PM  
**Attachments:** [image002.png](#)

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Hi Pam,

Thank you for your follow-up email and for taking the time to outline your concerns in more detail. You are correct that my earlier reply emphasized broader reforms, and I want to address your questions directly with accurate operational data. I personally just finished counting actual beds and actual Code Blue floor mats to ensure I'm providing to most accurate response and data.

Before getting into specific bed categories, I want to provide a comprehensive picture of the facility's overall space capability. To do that, it is helpful to first look at the buildings from a maximum occupancy standpoint, which reflects life-safety code limits rather than nightly shelter beds. I also want to clarify something that is often misunderstood: building maximum occupancies are very different from nightly shelter bed space. Maximum occupancies are calculated strictly for code and life-safety purposes and reflect the number of people a building *could* hold in a catastrophic, unprecedented emergency, *not* the number of usable shelter beds. If, for example, our community faced a mass-casualty event, a regional disaster, or any scenario where every available square foot needed to be used for human shelter and safety, the Unified Campus could be maximized as follows, based on its code-assigned space occupancy ratings:

- Lower Level of the Unified Campus (19,195 sq ft): 240 occupants maximum
- First Floor of the Unified Campus (10,201 sq ft): 97 occupants maximum
- Life Change Center (11,602 sq ft): 354 occupants maximum
- **Total Maximum Occupancy Across All Three Spaces (in a catastrophic, unprecedented emergency): 691 occupants**

These numbers reflect theoretical emergency capacity and must remain compliant with fire code, egress pathways, staffing ratios, supervision requirements, and safety standards. They are not the numbers used to determine nightly shelter bed availability or the populations that can be safely mixed. **The actual operational capacity, what we can safely staff, supervise, and support, is much lower and is outlined below.**

#### **1. What the actual bed counts are today**

To avoid the confusion created by earlier publicity that blended very different categories, below is the *current, operational* capacity of the Unified Campus:

- **Main Floor (Program Shelter + Respite): 130 beds**

These beds are specifically designated for guests enrolled in structured program tracks or for medically fragile individuals referred for respite care. We also have a required separation between populations for safety and clinical reasons. Emergency shelter guests may arrive intoxicated or under the influence; the emergency shelter is designed for low-barrier entry, so people are not turned away in crisis. By contrast, the 130 program/respite beds serve individuals who are sober or actively working on their sobriety. Mixing these two populations is not permitted because exposure to intoxication can destabilize recovery, trigger relapse, and undermine the stable, substance-free environment these program beds are designed to provide. These

standards reflect widely accepted best practices in addiction recovery and trauma-informed care. Because of this required separation, program/respite beds cannot be reassigned as emergency overflow beds on high-demand nights.

- **Lower-Level Emergency Shelter – Women: 18 beds**

- **Lower-Level Emergency Shelter – Men: 34 beds**

This results in 182 true, nightly-assignable shelter beds.

In addition to the Lower-Level Emergency Shelter beds, we maintain 24 Code Blue floor mats that are used during severe weather activations. These mats provide temporary emergency overflow capacity but are not permanent beds. The 29 low-income apartments are long-term leased units and cannot be used for emergency shelter.

Past messaging often combined all these categories into a single “Other sources cite 400 total beds” figure. One of my priorities as Interim ED is ensuring future reporting is accurate and consistent.

## **2. The Gazette article and Code Blue math**

The Gazette reported 156 people housed during Code Blue activation, including 105 in the emergency shelter. That number combines emergency beds and Code Blue mats.

Comparing that 105 to the historic “400 bed” figure assumes apartments, program beds, and all theoretical spaces are available for nightly drop-in use, which policy, staffing, supervision requirements, population separation needs, and fire code do not allow. We are actively reviewing our layout, staffing models, and policies to safely increase cold-weather capacity wherever possible. We have not turned anyone away during the most recent code blue conditions due to space or bed availability. We have been able to accommodate all who needed shelter while staying within building occupancy limits.

## **3. Floor mats, pillows, and basic dignity**

I share your concern regarding sleeping conditions. Under the former administration, emergency overflow relied solely on floor mats; pillows and blankets were not provided, and we agree that this did not meet an acceptable standard of care. Under the New Dawn administration, we have implemented a higher baseline: waterproof pillows, hospital blankets, and mattresses are now used for overflow situations, including during Code Blue activation. If you or others have observed anything inconsistent with these current standards on specific dates, I would sincerely appreciate those details so we can address them immediately.

## **4. Late-shift workers**

The example you raised of a working guest being unable to enter after a late shift is exactly the type of situation we have corrected. We are revising our curfew and re-entry practices to ensure employed guests are accommodated appropriately while still maintaining safety and supervision requirements overnight. Also, we have been reviewing past guest history and giving shelter guests fresh starts who were banned by previous leadership on a case-by-case basis.

## **5. Board accountability and changes underway**

It is appropriate to ask what has changed. Over the past year, the Board has:

- Made significant leadership changes, including my appointment as Interim ED;
- Commissioned independent operational and governance reviews;
- Directed leadership to implement standardized reporting, stronger staff oversight, and improved care quality through the New Dawn initiative.

There is still work to do, but we are committed to transparency and steady improvement.

Pam, I appreciate your advocacy for people experiencing homelessness and your



willingness to raise difficult questions. I welcome the opportunity to meet with you for coffee to discuss any questions about the information in this email, our Code Blue plan, or other concerns. I understand that relations have been strained in the past, and we are trying to correct that. Meeting face-to-face may help.

Respectfully,

Max French

Interim Executive Director

Montana Rescue Mission



**Max French**  
**Interim Director**

2902 Minnesota Avenue

Billings, Montana 59102

**Phone:** (406) 247-0140

**Direct Office:** (406) 259-9117

**Email:** [maxf@billingslf.org](mailto:maxf@billingslf.org)

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**From:** Pam Ellis <pamellis50@gmail.com>

**Sent:** Wednesday, December 3, 2025 11:16 AM

**To:** Max French <maxf@BILLINGSLF.ORG>

**Cc:** Cole, Bill <coleb@billingsmt.gov>; Kukulski, Chris <kukulskic@billingsmt.gov>; BOCC <bocc@yellowstonecountymt.gov>; Council <council@billingsmt.gov>; Joanna King <programdirector@BILLINGSLF.ORG>

**Subject:** Re: [EXTERNAL] Montana Rescue Mission

Thank you for your response.

Your email did not address the facts of my concern nor does it provide any data, just glowing adjectives. The publicity about the MRM indicated that the facility has 300 beds and 29 low income apartments [https://www.kulr8.com/news/montana-rescue-mission-building-18-million-unified-campus/article\\_effe165c-a91b-11ec-8ea9-2f7e51b8f231.html](https://www.kulr8.com/news/montana-rescue-mission-building-18-million-unified-campus/article_effe165c-a91b-11ec-8ea9-2f7e51b8f231.html). Other sources city 400 total beds.

On December 1, 2025 the Billings Gazette reported on MRM implementing Code Blue (**Rescue Mission houses 105 in emergency shelter due to cold**

[https://billingsgazette.com/news/local/article\\_5b2ae9c2-5778-4069-a7a4-d92b0b9ba3a4.html](https://billingsgazette.com/news/local/article_5b2ae9c2-5778-4069-a7a4-d92b0b9ba3a4.html)) Pictured were mattresses on the floor. The article stated *The mission is currently housing 156 people including 105 in the emergency shelter.* I did the math 156 people - 105 on the floor leaves 41 in beds; the

means at least 259 beds are empty.

What has the board done to hold themselves accountable?

Pam Ellis



I am not alone in disappointment by the MRM board and management over the years to provide the needed care and support for our unhoused residents. Friends worked with a individual who was sober and had employment as a night manager for a fast food restaurant. His duties included closing the restaurant in the evening which meant MRM locked him out and refused to admit him after "closing hours." I stopped donating when I confirmed through multiple sources that the MRM had people sleeping on the floor without a pillow. I did note that recently people slept on mattresses with a light blanket and pillow (but no bottom sheet).

**Demand accountability | Jonathan Angel**

[https://billingsgazette.com/opinion/column/article\\_9c628e2f-f5cc-4de4-b87f-3528be0ff16e.html](https://billingsgazette.com/opinion/column/article_9c628e2f-f5cc-4de4-b87f-3528be0ff16e.html)

**[Community advocates call for sweeping change from MRM's Board | Opinion](#)**

On Wed, Dec 3, 2025 at 10:53 AM Max French <[maxf@billingslf.org](mailto:maxf@billingslf.org)> wrote:

Mayor Cole,

Thank you for forwarding Ms. Ellis's correspondence and for keeping me informed. I appreciate the opportunity to understand the concerns being raised so we can ensure

they are addressed promptly and accurately. I have reached out to our Shelter Program Director, Mrs. Joanna King, and she will be reviewing and addressing the concerns highlighted in the email.

I also want to reassure you, the Council, and our county partners that under our New Dawn initiative we have implemented very substantial, positive, and proactive changes across all areas of the Mission: operations, staffing, accountability systems, and the quality of care we provide to our unhoused neighbors. These reforms have already generated meaningful improvements, and we continue pressing forward every day with additional enhancements.

While organizational transformation of this scale does take time, we are firmly and steadily moving in the right direction. Our leadership team, staff, and Board remain committed to transparency, responsiveness, and responsible stewardship.

Thank you again for bringing this to my attention and for your continued partnership in supporting our community's most vulnerable residents.

Respectfully,  
Max French  
Interim Executive Director



**Max French**  
Interim Director

2902 Minnesota Avenue  
Billings, Montana 59102

**Phone:** (406) 247-0140

**Direct Office:** (406) 259-9117

**Email:** [maxf@billingslf.org](mailto:maxf@billingslf.org)

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**From:** Cole, Bill <[coleb@billingsmt.gov](mailto:coleb@billingsmt.gov)>

**Sent:** Monday, December 1, 2025 2:25 PM

**To:** Max French <[maxf@BILLINGSLF.ORG](mailto:maxf@BILLINGSLF.ORG)>

**Cc:** Kukulski, Chris <[kukulskic@billingsmt.gov](mailto:kukulskic@billingsmt.gov)>; Pam Ellis <[pamellis50@gmail.com](mailto:pamellis50@gmail.com)>; BOCC <[bocc@yellowstonecountymt.gov](mailto:bocc@yellowstonecountymt.gov)>; Council <[council@billingsmt.gov](mailto:council@billingsmt.gov)>

**Subject:** Re: [EXTERNAL] Montana Rescue Mission

Max:

I thought you should be aware of this correspondence so you can respond as you deem appropriate.

Bill

**Bill Cole, Mayor**  
**City of Billings, Montana**  
[coleb@billingsmt.gov](mailto:coleb@billingsmt.gov)  
406-294-5700

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**From:** Pam Ellis <[pamellis50@gmail.com](mailto:pamellis50@gmail.com)>  
**Sent:** Monday, December 1, 2025 8:02 AM  
**To:** Council <[council@billingsmt.gov](mailto:council@billingsmt.gov)>; BOCC <[bocc@yellowstonecountymt.gov](mailto:bocc@yellowstonecountymt.gov)>  
**Cc:** Kukulski, Chris <[kukulskic@billingsmt.gov](mailto:kukulskic@billingsmt.gov)>  
**Subject:** [EXTERNAL] Montana Rescue Mission

Last night, 105 unhoused community members slept on the floor of the Rescue Mission. Another 51 slept in beds. 349 beds were empty.

The Montana Rescue Mission in Billings currently has over 400 beds after opening its new "unified campus" in August 2024. The new campus includes separate areas for men, women, and families, and also offers 29 low-income apartments and 29 additional beds in the new building.

Local government funds have supported the MT Rescue Mission with very poor return. Where is accountability for using the resources available to assist?

Pam Ellis

**From:** [Kukulski, Chris](#)  
**To:** [Dahl, Gina](#); [.MayorAndCouncil](#)  
**Subject:** RE: City Hall Open House - Thursday, Dec. 11th  
**Date:** Thursday, December 4, 2025 5:07:12 PM

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Thanks Gina – Council members please share on social media or anywhere else to help get out the word.



**Chris A. Kukulski**  
City Administrator  
[kukulskic@billingsmt.gov](mailto:kukulskic@billingsmt.gov)

[billingsmt.gov](http://billingsmt.gov)

P.O. Box 1178  
Billings, MT 59103  
**P** 406.657.8222  
**C** 406.581-7026

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**From:** Dahl, Gina <dahlg@billingsmt.gov>  
**Sent:** Thursday, December 4, 2025 4:12 PM  
**To:** .MayorAndCouncil <Mayor&Council@billingsmt.gov>  
**Subject:** FW: City Hall Open House - Thursday, Dec. 11th

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**From:** Kampa, Liz <[KampaL@billingsmt.gov](mailto:KampaL@billingsmt.gov)>  
**Sent:** Thursday, December 4, 2025 12:44 PM  
**To:** .All City Email Employees <[All\\_City\\_Email\\_Employees@billingsmt.gov](mailto:All_City_Email_Employees@billingsmt.gov)>  
**Subject:** City Hall Open House - Thursday, Dec. 11th

PLEASE JOIN US



**DECEMBER 11, 2025  
4:00 - 6:00 PM**

Enjoy light snacks and refreshments,  
while touring your new City Hall building!

**316 North 26<sup>th</sup> Street**



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P 406.657.8216 F 406.247.8608

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