

**From:** [Cole, Bill](#)  
**To:** [Max French](#)  
**Cc:** [Kukulski, Chris](#); [Pam Ellis](#); [BOCC](#); [Council](#); [Joanna King](#)  
**Subject:** Re: [EXTERNAL] Montana Rescue Mission  
**Date:** Tuesday, December 9, 2025 9:47:00 AM

---

Max:

Thank you for your detailed response. It shows that MRM is trying to be transparent and undertaking some valuable changes as it continues to serve the unhoused in our community.

Bill

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

---

**From:** Max French <maxf@BILLINGSLF.ORG>  
**Sent:** Wednesday, December 3, 2025 10:53 AM  
**To:** Cole, Bill <coleb@billingsmt.gov>  
**Cc:** Kukulski, Chris <kukulskic@billingsmt.gov>; Pam Ellis <pamellis50@gmail.com>; BOCC <bocc@yellowstonecountymt.gov>; Council <council@billingsmt.gov>; Joanna King <programdirector@BILLINGSLF.ORG>  
**Subject:** RE: [EXTERNAL] Montana Rescue Mission



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)

---

**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

---

**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