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July 14, 2026

Ms. Elizabeth Gray
[REDACTED]

Sent via Email

Re: Notice of Completion of Investigation Regarding Workplace Concerns and Sex-Based Harassment and Discrimination Allegations

Dear Ms. Gray:

I am writing in response to your March 9, 2026, letter submitted after your employment with the County, in which you raised concerns about the work environment at Leelanau County and the treatment of female employees in leadership positions during your employment. The County takes concerns of this nature seriously, and your letter was referred to this Office for review on behalf of the County. The review included interviews of 22 witnesses and is now complete. This letter provides notice of the County's principal conclusions regarding the allegations of sex-based hostile work environment and disparate treatment.

Based on the information gathered, the evidence did not support a finding that the alleged conduct constituted a sex-based hostile work environment or disparate treatment because of sex. Separately, the review identified workplace climate, communication, governance, and employee-relations concerns, which are documented in the investigative report provided to the Leelanau County Board of Commissioners. The County also prohibits retaliation against any individual, including former employees, for raising concerns, participating in an investigation, or otherwise engaging in protected activity.

This correspondence is intended to provide notice of the completion of the County's review and its principal conclusions. Please contact me if you have any questions regarding this correspondence.

Sincerely,

COHL, STOKER & TOSKEY, P.C.

/s/ Sarah K. Osburn

SKO/gmk

cc: Steve Yoder, Board Chair
Jennifer Kain, Human Resources Manager