

Strategic Values



STRATEGIC INITIATIVES	VALUES	STATUS/PROGRESS	DEPARTMENTS	TARGET
Shared Services	  	<p>PBD IGA: Lake County has recently entered into an intergovernmental agreement (IGA) with the Village of Lake Forest to share building inspection and plan review services. This agreement allows both local governments to provide “back-up” inspection services to each other and provides the County with inspection assistance for isolated unincorporated areas in the southeastern part of the county, thereby minimizing inefficient routing of inspection staff.</p> <p>Outreach: Staff is scheduling presentations this year and next to regional agencies, local government groups, and professional associations to highlight shared service successes, as well as explore additional opportunities.</p> <p>Land Team: The fast-track permitting recommendations, presented to standing committees in February, are scheduled for implementation by June 2018. This will allow applicants to obtain “on-the-spot” approvals in person or on-line for various simple projects. The “fast-track” initiative involved reclassification of permits from all five Land Team departments (PBD, SMC, Public Works, DOT and the Health Department).</p> <p>Drone Support: SMC provided drone support to Public Works and the Sherriff’s Office. Using the drone, SMC captured footage of the Countryside Manor Water Tower demolition and inspected the radio towers on the Libertyville Campus.</p>	CAO, FAS, HR, Recorder, SO, SAO, IT, Courts, WFD, Circuit Clerk, DOT, PW, PBD, SMC, HD, SWALCO	Ongoing
Legislative Program/ Consolidation Plan	 	<p>Following the formal adoption of the 2018 Legislative Program, staff has worked with the County’s legislative delegation and legislative consultant to move forward the priorities identified therein. While the legislative session is fluid and will continue to change, within the last quarter, the following bills have been submitted in pursuit of the County’s legislative priorities: Dissolution of Lakes Region Sanitary District passed through the Senate and is in the House pending the completion of a financial feasibility study; Dissolution of the Seavey Drainage District is under consideration within the Senate pending amendments based on Illinois Farm Bureau feedback; Shift of Cemetery Association appointments from the presiding officer of the county to the presiding officer of the township in which the cemetery is located is under consideration in the Senate. With the legislature reconvening in mid-April through May, the County will continue to closely monitor</p>	Lead: CAO	Ongoing

		bills of interest and seek direction from the Ad Hoc Legislative Committee (Committee) as needed. The Committee continues to meet on a monthly basis since the adoption of the Legislative Program.		
Regional 911 Consolidation		In January, letters were sent to public safety entities (PSE's), including communities, districts and agencies participating in public safety 911 call taking to request that they consider participating in the development of an implementation plan for consolidating 911 services for interested PSEs. Staff has met with interested entities one on one, in groups, and presented at public meetings in an effort to share information and explain the proposed process for next steps. To date, we have resolutions passed by five entities and expect between 2 - 7 more agencies to participate. The group will begin to meet in May and its first order of business will be to hire a project manager, and draft and agree on a work plan. This work plan will include a preferred governance structure, funding formula, number of calls, staffing levels and supervision, policies and standard operating procedures, technology requirements and select criteria, building size, basic design and location, etc. The group plans to target completion within 12 months. The goal is to design a program that meets the needs of the participating PSE's, and also will allow additional communities to join the consolidation effort in the future as they are ready.	Lead: CAO SO, ETSB	2018
Investing in Technology		Collaboration: Office 365 online and mobile apps such as Word, Excel, SharePoint, and OneDrive have been enabled county-wide. This enables collaboration among users and the ability to work anywhere, anytime, from any device. Security Tactical: Microsoft security features have been enabled to enhance data security and authentication at the perimeter. In addition, firewall and Windows 10 upgrades will improve security internally. Password security has been strengthened countywide, with the Health Department scheduled for May 2018. Security Strategic: Enterprise IT is researching a new security model that partners with managed service providers for planning, strategy, and tactical 24/7 monitoring of our environment. This will help insulate our risk of staff turnover, as well as keep us current in this ever-changing threat landscape.	IT, CAO	Q1 Q1-Q2 Q2-Q3
Operational and Financial Analysis		HRIS: In March, the Lake County Board awarded a contract to a vendor for a new HRIS system. Staff is in the process of developing a project management structure.	HR, CAO	2018
		FAS Assessment: A comprehensive operational assessment of the FAS department by an outside firm is underway.	CAO, FAS	Q1 – Q3

Provide Public Safety & Advance and Integrated, Data-Driven Justice System

Provide Justice facilities to adequately meet long term needs 1 A,B		Jail kitchen: Renovations commenced in September 2017 and are scheduled to be completed in April 2018. All food preparation was performed off site. In addition, the Babcox Basement construction started in November 2017. The underground plumbing for the new bullpen is complete, a temporary booking area is under construction, and the total Babcox Renovation is expected to be complete in June 2019. Finally, the multi-departmental storage facility construction and storage/lab equipment training was completed.	SO, FAS, CAO	FY17-18
		Security Governance: This committee was created to receive, review, and prioritize county physical security requests. This committee is developing a county-wide plan with guidelines and a process for prioritization of funding requests and to foster a consistent response to physical security needs.		FY18

<p>Community policing & integrated approach to crime prevention 2 A, B, C</p>	 	<p>Sheriff's Office Map: The SO completed minor changes to district boundaries in a Highway Patrol Redistricting map.</p> <p>Arrest Trends: The SO partnered with the Illinois Criminal Justice Information Authority (ICJIA) and the Loyola University Chicago Center for Criminal Justice to share with the community at the Law Enforcement Community Policing Coordinating Council arrest trends that all general crime categories decreased consistently between SFY 2009 and 2017. Loyola premised that the increased jail population could be the result of a larger proportion of those arrested being held on bond; increase in the imposition of jail sentences for those convicted of crimes in Lake County; and imposition of longer lengths of stay among those who are admitted to the jail.</p> <p>Opioids: The SO partnered with the Lake Forest Graduate School of Management to conduct a survey on the jail population of opioid and substance use disorders; 430 of 540 inmates participated in the survey. Three inmates participated in the Vivitrol Medication Assisted Treatment program, 55 inmates were trained on the use of Naloxone to reverse opioid overdoses and will receive a free dose of Naloxone upon release from the jail, 240 persons lives were saved from administration of Naloxone by first responders (since Christmas 2014), and 361 walked into a participating "A Way Out" program police department (since June 2015) requesting help for opioid/heroin, alcohol, and cocaine. 79% received inpatient treatment.</p>	<p>SO</p> <p>SO, SAO, HD</p>	<p>2018</p>
<p>Technology/ data sharing & integration 3 B, D</p>		<p>In January 2018, the Circuit Court Clerk went live with mandated electronic civil case filings. In preparation for the Civil e-Filing mandate, the Circuit Clerk's Office released Odyssey eFileIL from Tyler Technologies, and provided training to attorneys and filers on how to register with an Electronic Filing Service Provider (EFSP) prior to e-filing.</p>	<p>CC</p>	<p>Q1-Q2</p>
<p>Diversion programs that address SME&B 4 B, C</p>		<p>Intensive Case Management: The SO completed its Safety and Justice Challenge Innovation Fund (MacArthur Foundation) grant providing 30 jail high utilizers with culturally sensitive intensive case management services, including coordination with medical, dental health services, employment, housing, and assistance with birth certificates/state identification cards.</p> <p>Volunteer tracking: The SO implemented new volunteer tracking software that recorded 234 volunteer hours in spiritual enrichment (97), chaplaincy (54), bible study (25), religious services (18), mentoring services (59) and 20 hours for Recovery and Cognitive Behavior Therapy Programs.</p> <p>*Also See Mental Health Coalition update</p>	<p>SO</p>	<p>Q2</p>
<p>Prevention, education, outreach 5B</p>		<p>In March, the SO partnered with Advocate Health Care to provide a Training Summit on Violence for houses of worship. Nearly 300 community members participated in the full-day training.</p>	<p>SO</p>	<p>Q1</p>
<p>Comprehensive training 6 A</p>		<p>The SO in partnership with the North East Multi-Regional Training (NEMRT) completed a crisis intervention training class in February for eight SO staff and 37 municipal law enforcement officers. In addition, the National Institute of Corrections approved crisis intervention training for corrections officers. Finally, the SO completed on-site assessments by the Illinois Association of Chiefs of Police and the Commission on Accreditation for Law Enforcement Agencies to maintain high standards and polices in public safety, organizational management, and operations.</p>	<p>SO</p>	<p>Q1</p>

Improve Transportation

Transportation Solutions 1A		Buffalo Creek Forest Preserve Wetland Mitigation Bank: The Lake County Forest Preserve is expanding and improving the Buffalo Creek Forest Preserve. As part of the work being done at this preserve, LCDOT is constructing a wetland mitigation bank by returning former farm fields to a sustainable natural condition. Construction is in progress to create more than 25 acres of wetlands. In addition, LCDOT is constructing a new section of path that will be part of Buffalo Creek Forest Preserve’s path system. Establishing a wetland mitigation bank will help offset future impacts to wetlands that may happen as part of construction projects.	DOT	FY18
Safety 2D, 5D		Excellence in Snow and Ice Control Award 2018: Lake County recently received the 2018 Excellence in Snow and Ice Control Award from the American Public Works Association. LCDOT was nationally recognized for bringing an innovative, safe, and environmentally friendly snow and ice control program to Lake County.	DOT	Ongoing
Emerging technologies 2C		New Online System for Issuing Oversize/Overweight Truck Permits: LCDOT is partnering with Oxcart Permit Systems to issue oversize/overweight truck permits. The use of Oxcart’s web-based solution will allow coordination between agencies, and provide 24-hour, seven day a week access to apply for permits.	DOT	Ongoing

Healthy, Inclusive & Resilient Communities

Social Determinants of Health 1C, D		Social determinants of Health: In 2017, 19.9% of all new clients at LCHD/CHC were assessed. In addition to expanding its assessment (beyond the North Chicago Community Health Center) of new clients for Social Determinants of Health (SDoH), the Lake County Health Department and Community Health Center (LCHD/CHC) Health Equity staff have been working with LCHD/CHC programs to assist them with ensuring that their programs are addressing SDoH. This is being done by having every program within the Department complete a Health Equity Impact Statement that identifies SDoHs that the program can address and outlines a plan to address them.	Lead: HD	Ongoing
Live Well Lake County 1 A, B, C, D, E, 1A, 2B		<p>The LWLC Walking Action team is continuing to support the expansion of GO Lake County. Following an October recruitment workshop, it appears that 18 Lake County communities are planning GO activities for 2018. The Lake County Health Department is building a web page for all the GO Lake County communities to provide links to their GO events that will be up in the spring of 2018.</p> <p>The Tobacco Prevention and Cessation Action Team has successfully advocated for local communities to adopt ordinances that increase the minimum legal sales age (MLSA) for tobacco products to 21. To date, seven Lake County communities plus unincorporated Lake County have increased their MLSA to 21. In addition to advocating for local ordinances, the Action Team is currently advocating for a statewide Tobacco 21 measure. Several Lake County legislators are supporting this legislation.</p> <p>The Behavioral Health Action Team is attempting to reduce stigma around behavioral health issues by educating community members about behavioral health issues. To date, the Lake County Health Department and Community Health Center (LCHD/CHC) and its partners have trained 351 individuals in the 8-hour course Mental Health First Aid for Adults Working with Youth. Mental Health First Aid trainings will continue to be offered throughout 2018.</p>	Lead: LCHD, Other: LWLC, local park dists.	2017/2018
Mental Health Coalition 2A, B, C, D		Seamus Collins, Vice President of Operations of Northwestern Medicine Lake Forest Hospital was appointed by the County Board to the Mental Health Coalition. The Lake County Board accepted and placed on file the Mental Health Coalition Data Sharing Project Report with the eight recommendations and Go First strategies. The Mental Health Coalition established four subcommittees in 2018: Pilot Project, Data Governance, Legislation, and Anti-Stigma Campaign to assist the Coalition in its work on the Go First strategies.	Lead: CAO HD, SO, SAO, WFD	Ongoing

Workforce dev. programs & availability of affordable housing 2A, B, C	 	<ul style="list-style-type: none"> • In the first quarter of 2018, Workforce Development and its partners joined the ServicePoint Referral Network (SPRN) to meet the requirement for electronic referrals in the Workforce Opportunity & Investment Act. Using SPRN, workforce partners can refer clients for local housing assistance and social service agencies working with clients to increase income can refer to workforce partners. A total of 13 organizations are sending and receiving referrals using ServicePoint for service coordination. • Workforce continues to work with Lake County Housing Authority participants on work readiness and employment training services. Workforce Development has delivered services to 21 individuals, 4 are currently enrolled in training, 2 have successfully completed training and earned an industry certification, and 7 individuals have found employment. Workforce Development and Lake County Housing Authority co-hosted a job fair in February at Lake County Housing Authority. 	Lead: CD, WFD	Ongoing
Diversity & Inclusion 4A, B, C	  	<p>In March, the Lake County Board hosted its annual Diversity and Inclusion Luncheon and Presentation. The speaker focused on breaking down potential barriers that may exist in diverse environments and building bridges for a more welcoming and inclusive Lake County. The presentation covered the concepts of acquired diversity and gender equity, and examined the complexities of culture and the importance that D&I have on organizational success. Also, the County Board’s Diversity and Inclusion Committee met in March. Several departments (HR, LCHD, FAS and WFD/LCP) presented updates on their D&I programs and strategies.</p> <p>HR is monitoring the current recruiting process for each individual vacancy to ensure that a qualified and diverse pool of candidates apply. Training related to effective hiring and skills assessments has been provided. These concepts/practices are being used in the selection process for positions where protected class members are underrepresented. Specific strategies are developed to attract a diverse pool of applicants.</p>	Lead: CAO	Q1
			Lead: HR All Departments	Ongoing

Promote a Sustainable Environment

Sustainability Consulting Contract 1A, B, C 3C 4F	 	<p>During the last quarter, in addition to continuing to move forward efforts related to specific contractual tasks described below, the sustainability contractor has partnered with various county departments to provide expert support in the following areas: Development of policies related to facility maintenance practices and supplies; environmental components of facility construction; and identification of current and future opportunities for County participation and leadership in Future Energy Jobs Act Funding and community solar.</p> <ul style="list-style-type: none"> • Funding Opportunities: The consultant is working with staff to identify options and steps to prepare for participation in the VW settlement as administered by IEPA. In addition, work with Departments to identify existing projects that match funding opportunities continues. • Corrections Composting Pilot: A team of staff and consultants continues to review options pertaining to a compost pilot within the corrections commissary and identify timelines as renovations to the facility’s kitchen are completed. • Energy Audits: The consultant continues to compile data and prepare for the completion of energy audits of a specific set of County facilities. • Carbon Footprint: The development of the County’s carbon footprint is complex and data dependent. The consultant continues to compile available data and make connections – through staff – with appropriate utilities to secure essential data. <p>A formal progress update to the Financial & Administrative Committee on efforts within the sustainability contract is anticipated in the upcoming quarter.</p>	Lead: CAO FAS	FY18
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<p>Raise Awareness 2A, B, C, D</p> <p>2A</p>	 	<ul style="list-style-type: none"> • Every year, SMC, LCDOT and the Health Department host de-icing workshops to educate public and private entities in the region on alternative winter maintenance practices. To show this effort to residents, we created a short video that was promoted through email, social media, and board member newsletters. To date, the video has been watched nearly 2,500 times. • LCDOT recently completed a project on campus to reduce salt runoff from the maintenance yard in an effort to protect the water quality of nearby Bull Creek. This story was used in an email newsletter announcing the 2018 Excellence in Snow and Ice Control Award. The email was opened by 2,617 people and has reached more than 3,600 people on social media. • Communications and departments continue to push sustainability messages through our various communications platforms throughout the year. <p>Each year, SMC recognizes outstanding efforts by organizations, communities, groups, and individuals for projects and other proactive and innovative efforts that align with SMC’s mission. In early February, the 2017 Stormwater Award winners were honored for their extraordinary achievements. The projects completed by this year’s recipients help to improve flood damage reduction, water quality improvement, and natural resource protection and enhancement throughout Lake County.</p>	<p>Communications, HD, SMC, DOT, SWALCO</p> <p>SMC</p>	<p>Q1</p> <p>Ongoing</p>
<p>Waste diversion through recycling, composting 3A, B</p> <p>3C</p> <p>3E</p>	  	<p>Increase diversion and reach the 60% recycling goal (2017 results):</p> <ul style="list-style-type: none"> • Collected 3,809,931 pounds of electronics in Lake County, enough to fill 210 semi-trailers • Collected 1,863 drums (55 gallons) of household chemical waste from 6,570 cars at 28 collection events • Collected 13,068 pounds of pharmaceuticals from 26 participating police departments and destroyed 37 pounds of controlled substances with a street value of approximately \$587,000 • Under a new latex paint collection program, collected 1,563 gallons of latex paint at two events • Expanded the number of clothing & textile collection bins to 25, and collected over 240,000 pounds of textiles, a 20% growth over 2016 • Expanded the number of year-round shoe collection sites to 52 and collected over 40,000 pounds of shoes <p>Increase efforts to raise awareness and participation in food scrap programs, and conduct a pilot:</p> <ul style="list-style-type: none"> • Biocycle, a national journal on composting, completed a nationwide survey of states with the most curbside food scrap diversion programs and IL came in 4th nationwide with 24 programs; 18 of those programs are in Lake County; the County is basically responsible for IL being ranked 4th in the country behind California, Washington and Minnesota. • SWALCO is partnering with Lake County to evaluate a pilot food scrap diversion program at the jail <p>Work with stakeholder groups to re-instate a viable E-Scrap program and create markets for compost:</p> <ul style="list-style-type: none"> • The Consumer Electronics Recycling Act was enacted in 2017 after three years of negotiations and it will ensure the County continues to have year-round electronics collection in the county when it becomes effective in 2019 • SWALCO is working with Rep. Sente on HB 4790, which was introduced in the 2018 session and would require IDOT to use compost amended soil on two projects and also allow for compost sites to bid on state projects that require soils. 	<p>Lead: SWALCO</p>	<p>Ongoing</p>
<p>Protect/preserve natural resources/</p>		<p>Des Plaines River Watershed-Based Plan: SMC recently submitted a draft version of the Des Plaines River Watershed-Based Plan to the Illinois Environmental Protection Agency. The plan was created to help stakeholders better understand the watershed and to identify what actions should be taken to improve water quality, enhance and protect natural resources, reduce flood damages, reduce runoff volume and pollution, and increase collaboration and awareness among watershed stakeholders.</p>	<p>Lead: SMC, DOT, HD, DOT, PW</p>	<p>Q1</p>

ecological systems 4A, B		North Branch Chicago River Watershed Workgroup - SMC aided in the establishment of the North Branch Chicago River Watershed Workgroup (NBWW). As the administrative agent for the NBWW, SMC will provide support to the workgroup in its efforts to develop a monitoring program and strategies to improve water quality throughout the watershed.	Lead: SMC	Ongoing
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Enhance Economic Opportunities

Enhance economic climate and economic readiness 1A, B	 	After several years of intentional focus on business retention and expansion, Lake County Partners has increased business attraction efforts to target manufacturing firms from outside of the state (or even outside the US) in order to add to the overall regional economy. Partnering with Intersect Illinois and the State of Illinois Department of Commerce and Economic Opportunity (DCEO), LCP has welcomed a steady flow of companies to tour the communities of Lake County. There are over ten projects in various stages of development. While not all of those will come to fruition, it has been an active first quarter, with Lake County competing for these wins with markets across the country. In the second quarter of this year Partners will attend several trade shows both here and abroad to continue building targeted relationships in order to drive investment in Lake County.	Lake County Partners (LCP), Workforce Development (WFD)	Ongoing
1 C		The Workforce Ecosystem has collaborated with key industry sector employers and the secondary schools to host Industry Career Expos to introduce students to various careers in the key industry sectors including manufacturing, healthcare and more. Five expos were held over the course of Q1 2018 including an IT career fair at the Lake County High Schools Technology Campus, a manufacturing expo at Waukegan High School’s Washington Campus, an all-industry career fair at Lake Forest High School, which will also include students from North Chicago Community High School, and another multi-industry career fair at Grant High School in Fox Lake. Each of these fairs focuses on exposing young people to the companies and industries where they can find careers in Lake County. Many participating employers are searching for interns as well as new employees. In addition, the 2nd Annual Lake County Engineering and Internship & Job Fair was held in January 2018. More than 150 engineering students from 20 universities and colleges were able to meet with 22 participating employers who are looking for interns and hires in these critical jobs. The response to the event was very positive from both students and employers. We are currently working with all participants to understand the outcomes.	LCP, WFD	Ongoing
1 C, D		<p>Workforce Development and the partners of the Job Center deliver programs and services to employers and businesses throughout Lake County to meet their on-going talent and hiring needs:</p> <ul style="list-style-type: none"> • Healthcare Job Fair: Job Center of Lake County and the Lake County Health Department and Community Health Center (LCHD/CHC) partnered to host a Healthcare Job Fair. The Job Fair connected 24 healthcare employers with more than 170 qualified, credentialed, and employable healthcare professionals suitable for available positions. The healthcare employers recruited for over 500 different jobs including Physicians, Registered Nurses, Certified Nursing and Medical Assistants, Social Workers, Counselors, Advanced Practice Nurses, Home Health Aides, Lab Technicians, Phlebotomists and IT Professionals, as well as illustrated career pathway opportunities within the healthcare industry. 81% of the employers stated the job fair met their needs with several having scheduled interviews with job fair participants; to date 30+ individuals have had an interview. • Weekly hiring and recruitment events: The Job Center of Lake County hosts weekly hiring and recruitment events for employers throughout Lake County to connect with job ready candidates. Goodwill Ability One is one many employers that use the services of the Job Center. Goodwill Ability One provides workers for Aramark Food Service on the Naval Base – 600 total 	LCP, WFD	Ongoing

		<p>workers, including 400 individuals with a disability. Goodwill met with 420 individuals at the Job Center and hired 100 to work on the Naval Base.</p> <ul style="list-style-type: none"> • IDCEO Grant: Workforce Development received a specialized grant through the IDCEO to hire four sector recruitment specialists to enhance workforce development program services connecting dislocated workers to high demand jobs in key industry sectors in Lake County. To date the specialists have met with over 100 dislocated workers and recruited employers from the key sector industries of healthcare, manufacturing and IT to actively participate in 29 different recruitment events, job fairs, and industry sector events. • Occupational training: Workforce Development reported 78 participants who completed occupational training reported employment last quarter with an average wage of \$50,450 at placement. Employment is across all industry sectors including transportation – Transportation manager reported earnings of \$86,000; manufacturing – CNC Machinist reported earnings of \$22,000; healthcare – LPN reported earnings of \$48,000. 		
<p>Increase collaboration & cooperation 2A, B, C, D, E, F</p>	 	<p>LCP continues to deliver valuable reports to municipal partners, including economic, demographic and commercial real estate data to help their leaders make informed, data-driven decisions. Through periodic surveys, the municipalities indicate that they are actively using the data to advance their economic development efforts. LCP also brings together 30+ senior-level municipal representatives on a quarterly basis for a program on various economic development topics. In Q1 2018, this group convened to hear a presentation by a panel of commercial and residential real estate experts to learn about current market conditions, buyer and lessor profiles and trends to expect on the horizon. Efforts like these are instrumental in bringing together and engaging municipal stakeholders to ensure that messaging is aligned. We continue to see increased coordination with both our municipal and state partners on business attraction and retention efforts.</p>	LCP	Ongoing
<p>Strategic Communications 3A, B, C, D, E, F, G</p>	 	<p>LCP works with partners, such as Lake County, to highlight economic development success stories through digital media channels including the organization’s website, social media accounts, e-newsletter and regular County board updates. In addition, LCP has implemented a public relations campaign to regularly pitch stories to the media and increase the organization’s output of news through economic updates and press releases. This enhanced strategic communications program has resulted in stronger relationships with the media and a large uptick in press coverage and inbound activity. The stories are then further leveraged through LCP’s channels and those of partner agencies/organizations. To date in Q1 2018, LCP’s PR efforts resulted in the placement of four stories, including coverage of the municipal economic development advisory group and the Engineering Internship & Job Fair. Stories like these help to bolster our social media following and increase our reach.</p>	LCP	Ongoing
<p>Tourism/ Visitor Attraction 4A, B, C</p>	  	<p>Visit Lake County hosted Lake County Restaurant Week to encourage visitors and residents to patronize local restaurants during a 10-day period in March. 56 restaurants across Lake County participated in the 3rd annual event by featuring pre-fixe menus or special offers to boost exposure and dining traffic. Visit Lake County also created Lake County Libation Trail to showcase local wineries, distilleries and craft breweries operated by entrepreneurs around the county. This ongoing promotion is designed to capitalize on the popularity of craft spirits and beer and capture the interest of young professionals seeking evening activities in Lake County.</p>	Visit Lake County	Ongoing