First Regular Session Seventy-fourth General Assembly STATE OF COLORADO

PREAMENDED

This Unofficial Version Includes Committee Amendments Not Yet Adopted on Second Reading

LLS NO. 23-0783.02 Jane Ritter x4342

SENATE BILL 23-087

SENATE SPONSORSHIP

Marchman and Baisley, Bridges

HOUSE SPONSORSHIP

Kipp and Wilson,

Senate Committees

House Committees

Education Appropriations

A BILL FOR AN ACT

101 CONCERNING CREATION OF A TEACHER DEGREE APPRENTICESHIP
102 PROGRAM AS AN ALTERNATIVE ROUTE TO TEACHER LICENSURE.

Bill Summary

(Note: This summary applies to this bill as introduced and does not reflect any amendments that may be subsequently adopted. If this bill passes third reading in the house of introduction, a bill summary that applies to the reengrossed version of this bill will be available at http://leg.colorado.gov.)

As an alternative route to teacher licensure, the bill creates a teacher degree apprenticeship program (apprenticeship program), which builds on elements of current alternative teacher licensure programs, including a bachelor's degree requirement, training programs approved by the state department of education (CDE), and structured on-the-job training. The apprenticeship program is run collaboratively with the

United States department of labor apprenticeship office (DOL office) and utilizes apprentice mentor teachers and apprenticeship program sponsors.

The bill allows CDE to issue a teacher apprenticeship authorization (authorization) to a person (apprentice) who is employed by a school district, board of cooperative services, charter school, or institute charter school (school) who is actively registered in an apprenticeship program, and who is actively enrolled in an affiliated bachelor's degree program from an accredited institution. The authorization is valid for 4 years while the apprentice completes the bachelor's degree requirement of the program. CDE may renew the authorization for 2 years. An authorization is invalid if the apprentice withdraws from any part of the apprenticeship program or fails to make satisfactory progress.

Upon application from an entity with expertise in apprenticeship or teacher preparation, CDE shall authorize the entity to serve as a teacher apprenticeship program sponsor (sponsor). Applications to serve as a sponsor must include a proposed work process schedule and related instruction required by the DOL office. CDE shall review each application and approve or disapprove the sponsor. If approved, the sponsor may apply to CDE for approval of an apprenticeship program.

An apprenticeship program must meet the following criteria:

- Be registered with the DOL office;
- Incorporate a bachelor's degree program from an accredited institution in a related field of study relative to the licensure type; and
- Incorporate on-the-job training in meaningful and time-saving ways.

Every 5 years after apprenticeship program approval, CDE shall consult with the DOL office concerning the federally required audit of the apprenticeship program to ensure the apprenticeship program continues to meet requirements.

- 1 Be it enacted by the General Assembly of the State of Colorado:
- 2 **SECTION 1. Legislative declaration.** (1) The general assembly
- 3 finds and declares that:
- 4 (a) The state of Colorado has a significant teacher shortage;
- 5 (b) According to the Colorado department of education, in the
- 6 2021-22 school year, the state needed to hire seven thousand teachers and
- 7 other support services professionals;
- 8 (c) The existing teacher preparation system <u>only</u> produced three

-2- 087

thousand two hundred and one educators. Further, persons who complete existing teacher preparation programs do not represent the diverse populations they serve, as seventy-two percent of persons who complete such programs are female and seventy-four percent are White.

- (d) The current paths to teacher licensure limit the number and types of individuals who can access them. The existing traditional and alternative teacher preparation programs have established important standards of rigor that can be applied to new frameworks to positively impact the teacher shortage.
- (e) New paths to licensure are more suitable for first-generation college students, individuals who require full-time employment, individuals already working in schools, individuals outside of the commuting distance of existing teacher programs, and others who lack access to traditional teacher preparation programs;
- (f) The current alternative path to teacher licensure offers an opportunity only for those individuals who already hold a bachelor's degree;
- (g) Another option to make teacher licensure accessible to Coloradans who do not yet hold a bachelor's degree is necessary to expand the teacher candidate pool and meet the needs of Colorado's schools and students:
- (h) A teacher degree apprenticeship program builds on elements established by current alternative routes, including a bachelor's degree requirement, department of education-approved training programs, and structured on-the-job training. A teacher degree apprenticeship program gets teachers teaching more quickly, keeps rural residents training and working in their communities, and ultimately sets apprentices up for

-3-

success by putting first-year teachers in the classroom with years of practical experience from an apprenticeship. It positions apprentices to begin the first year of teaching with more than four thousand hours of on-the-job experience and creates flexibility without sacrificing quality standards.

- (i) A paid United States department of labor-approved registered apprenticeship incorporated into a licensure pathway would create a more equitable path to a career in education. Apprenticeship in a teacher licensure program further ensures quality by not only adhering to the United States department of labor-approved registered apprenticeship competencies, but also aligns with the Colorado department of education quality standards.
- (j) Coloradans would benefit from an earn-and-learn model that incorporates apprenticeship and allows for flexibility in degree and licensure.
- (2) Therefore, the general assembly declares that it is necessary to create a new teacher licensure program in Colorado that authorizes registered apprenticeship as a path to licensure.
- **SECTION 2.** In Colorado Revised Statutes, 22-60.5-102, **add** 20 (3.5), (6.5), (6.7), (8.5), (9.1), (22), and (23) as follows:
- **22-60.5-102. Definitions.** As used in this article 60.5, unless the context otherwise requires:
 - (3.5) "AFFILIATED BACHELOR'S DEGREE PROGRAM" MEANS THE BACHELOR'S DEGREE THAT IS IDENTIFIED IN THE INSTRUCTION PLAN SUBMITTED BY THE APPRENTICESHIP PROGRAM SPONSOR.
- 26 (6.5) "APPRENTICE MENTOR TEACHER" MEANS A PROFESSIONALLY
 27 LICENSED TEACHER IN GOOD STANDING, DESIGNATED BY THE

-4- 087

1	APPRENTICESHIP PROGRAM SPONSOR, WHO PROVIDES EXEMPLARY
2	MODELING AND COUNSELING TO A TEACHER APPRENTICE, WHO IS TRAINED
3	IN THE APPRENTICESHIP MODEL, AND WHO TAKES RESPONSIBILITY FOR THE
4	TRAINING, MENTORING, AND PROGRESS OF THE TEACHER APPRENTICE.
5	(6.7) "APPRENTICESHIP PROGRAM SPONSOR" MEANS AN ENTITY
6	RESPONSIBLE FOR THE REGISTRATION, ADMINISTRATION, AND OPERATION
7	OF A TEACHER DEGREE APPRENTICESHIP PROGRAM. AN APPRENTICESHIP
8	PROGRAM SPONSOR CAN ALSO MEAN AN ENTITY SERVING AS A SPONSOR
9	FOR AN APPRENTICESHIP PROGRAM THAT IS REGISTERED BEFORE THE
10	EFFECTIVE DATE OF THIS SECTION.
11	(8.5) "BOARD OF COOPERATIVE SERVICES" OR "BOCES" HAS THE
12	SAME MEANING AS SET FORTH IN SECTION 22-5-103.
13	(9.1) "CERTIFICATE OF APPRENTICESHIP COMPLETION" MEANS A
14	CERTIFICATE THAT HAS BEEN ISSUED BY THE UNITED STATES DEPARTMENT
15	OF LABOR OR THE COLORADO APPRENTICESHIP AGENCY THAT CERTIFIES
16	A TEACHER APPRENTICE HAS SATISFACTORILY GAINED THE SKILLS,
17	ABILITIES, AND COMPETENCIES, AND COMPLETED THE REQUIREMENTS OF
18	AN APPRENTICESHIP.
19	(22) "TEACHER APPRENTICE", OR "APPRENTICE", MEANS A
20	STUDENT WHO IS REGISTERED AND ENROLLED IN AN APPROVED TEACHER
21	DEGREE APPRENTICESHIP PROGRAM, IS ENROLLED IN AN AFFILIATED
22	BACHELOR'S DEGREE PROGRAM FROM AN ACCREDITED INSTITUTION, AND
23	HAS OBTAINED A COLORADO TEACHER APPRENTICESHIP AUTHORIZATION
24	PURSUANT TO SECTION 22-60.5-111. A "TEACHER APPRENTICE" CAN ALSO
25	MEAN A STUDENT ENROLLED IN AN APPROVED TEACHER DEGREE
26	APPRENTICESHIP PROGRAM THAT IS REGISTERED BEFORE THE EFFECTIVE
27	DATE OF THIS SUBSECTION (22).

-5- 087

1	(23) "TEACHER DEGREE APPRENTICESHIP PROGRAM" MEANS A
2	TEACHER EDUCATION PROGRAM CONTAINING ALL OF THE ELEMENTS OF A
3	COMPETENCY-BASED APPRENTICESHIP REQUIRED BY THE UNITED STATES
4	DEPARTMENT OF LABOR AND APPROVED BY THE STATE DEPARTMENT OF
5	EDUCATION AND SPONSORED BY AN APPRENTICESHIP PROGRAM SPONSOR
6	OR A TEACHER APPRENTICESHIP PROGRAM APPROVED PRIOR TO THE
7	EFFECTIVE DATE OF THIS SUBSECTION (23).
8	SECTION 3. In Colorado Revised Statutes, 22-60.5-111, add
9	(16) as follows:
10	22-60.5-111. Authorization - types - applicants' qualifications
11	- rules. (16) Teacher apprenticeship authorization. (a) (I) The
12	DEPARTMENT MAY ISSUE A TEACHER APPRENTICESHIP AUTHORIZATION TO
13	AN APPRENTICE THAT ALLOWS THE APPRENTICE TO BE EMPLOYED BY A
14	LOCAL EDUCATION PROVIDER AS A TEACHER APPRENTICE IN ROLES OF
15	INCREASING RESPONSIBILITY, INCLUDING WORKING AS A SUBSTITUTE
16	TEACHER AND A TEACHER OF RECORD. TO RECEIVE A TEACHER
17	APPRENTICESHIP AUTHORIZATION, A PERSON SHALL:
18	(A) BE EMPLOYED BY A SCHOOL DISTRICT, BOCES, CHARTER
19	SCHOOL, OR INSTITUTE CHARTER SCHOOL AS A TEACHER APPRENTICE;
20	(B) BE ACTIVELY REGISTERED IN A TEACHER APPRENTICESHIP
21	PROGRAM; AND
22	(C) BE ACTIVELY ENROLLED IN AN AFFILIATED BACHELOR'S
23	DEGREE PROGRAM FROM AN ACCREDITED INSTITUTION.
24	(II) THE DEPARTMENT SHALL ISSUE A TEACHER APPRENTICESHIP
25	AUTHORIZATION TO A PERSON WHO MEETS THE CRITERIA PURSUANT TO
26	SUBSECTION (16)(a)(I) OF THIS SECTION NO LATER THAN \underline{FORTY} -FIVE DAYS
27	AFTED DECEIDT OF THE INITIAL ADDITION

-6- 087

1	(III) THE TEACHER APPRENTICESHIP AUTHORIZATION IS VALID FOR
2	A PERIOD OF FOUR YEARS WHILE THE APPRENTICE COMPLETES THE
3	AFFILIATED BACHELOR'S DEGREE AND ON-THE-JOB TRAINING
4	REQUIREMENTS. AN AUTHORIZATION IS RENEWABLE FOR UP TO TWO
5	SUCCESSIVE TERMS, IN INCREMENTS OF TWO YEARS, AS NECESSARY FOR
6	THE APPRENTICE TO FULFILL THE APPRENTICESHIP REQUIREMENTS.
7	(IV) THE TEACHER APPRENTICESHIP AUTHORIZATION IS
8	AUTOMATICALLY REVOKED IF THE TEACHER APPRENTICE WITHDRAWS
9	FROM THE TEACHER APPRENTICESHIP PROGRAM OR WITHDRAWS FROM THE
10	AFFILIATED BACHELOR'S DEGREE PROGRAM. THE APPRENTICESHIP
11	PROGRAM SPONSOR MAY REVOKE THE AUTHORIZATION IF THE APPRENTICE
12	DOES NOT MAKE SATISFACTORY PROGRESS IN THE TEACHER
13	APPRENTICESHIP PROGRAM, AS DETERMINED BY THE EMPLOYER. THE
14	APPRENTICESHIP PROGRAM SPONSOR IS RESPONSIBLE FOR NOTIFYING THE
15	DEPARTMENT WHEN AN APPRENTICE WITHDRAWS FROM THE TEACHER
16	DEGREE APPRENTICESHIP PROGRAM.
17	(b) THE STATE BOARD OF EDUCATION SHALL PROMULGATE RULES
18	DEFINING THE NECESSARY QUALIFICATIONS AND COMPETENCIES FOR EACH
19	LEVEL OF AUTHORIZATION, INCLUDING:
20	(I) AUTHORIZATION FOR THE APPRENTICE TO WORK AS A
21	SUBSTITUTE TEACHER;
22	(II) AUTHORIZATION TO STUDENT TEACH; AND
23	(III) AUTHORIZATION TO WORK AS A TEACHER OF RECORD. THIS
24	<u>AUTHORIZATION REQUIRES A PASSING SCORE ON THE APPROPRIATE STATE</u>
25	BOARD OF EDUCATION-APPROVED CONTENT EXAM OR PORTFOLIO
26	EQUIVALENTS, IF RELEVANT TO THE ENDORSEMENT AREA, AND MUST NOT
27	REQUIRE COMPLETION OF A BACHELOR'S DEGREE. THE DEPARTMENT'S

-7- 087

1	RULES MUST NOT CREATE UNREASONABLE BARRIERS THAT PREVENT
2	ACCESS TO THE PROGRAM.
3	SECTION 4. In Colorado Revised Statutes, add 22-60.5-111.5
4	as follows:
5	22-60.5-111.5. Teacher degree apprenticeship program -
6	standards - apprenticeship program sponsors - application for
7	approval - criteria for approval - program audit. (1) THE
8	DEPARTMENT SHALL CREATE AND ESTABLISH STANDARDS FOR A TEACHER
9	DEGREE APPRENTICESHIP PROGRAM ON OR BEFORE <u>JANUARY 1, 2024.</u> <u>THE</u>
10	DEPARTMENT'S STANDARDS MUST NOT CREATE UNREASONABLE BARRIERS
11	THAT PREVENT ACCESS TO THE TEACHER APPRENTICESHIP PROGRAM. THE
12	STANDARDS MUST INCLUDE:
13	(a) THE MINIMUM PASSING SCORE FOR ANY EXAMINATION, WHICH
14	MUST NOT EXCEED WHAT IS REQUIRED FOR ANY TEACHER LICENSURE
15	CANDIDATE;
16	(b) APPRENTICE COMPETENCIES, WHICH ARE INDEPENDENTLY AND
17	EXCLUSIVELY EVALUATED BY THE APPRENTICE MENTOR TEACHER,
18	PROGRAM ADMINISTRATOR, OR PROGRAM EVALUATOR;
19	(c) A PROVISION THAT APPRENTICE MENTOR TEACHERS ARE
20	SELECTED AT THE FULL DISCRETION OF THE EMPLOYER; AND
21	(d) A REQUIREMENT THAT A TEACHER APPRENTICE WORKS AS A
22	TEACHER OF RECORD FOR A MINIMUM OF ONE YEAR.
23	(2) (a) THE STATE BOARD OF EDUCATION SHALL AUTHORIZE
24	QUALIFIED AGENCIES WITH EXPERTISE IN APPRENTICESHIP OR IN TEACHER
25	PREPARATION TO SERVE AS APPRENTICESHIP PROGRAM SPONSORS IN
26	PARTNERSHIP WITH EMPLOYER PARTNERS, INCLUDING ANY SCHOOL
27	DISTRICTS, BOCES, CHARTER SCHOOLS, NONPUBLIC SCHOOLS, OR

-8-

1	INSTITUTES. THE DEPARTMENT SHALL DETERMINE THE NUMBER OF NEW
2	AGENCIES ELIGIBLE TO RECEIVE AUTHORIZATION.
3	(b) AN ENTITY THAT WISHES TO SERVE AS AN APPRENTICESHIP
4	PROGRAM SPONSOR SHALL NOTIFY THE STATE DEPARTMENT OF EDUCATION

- 5 AND SUBMIT AN APPLICATION THAT, AT A MINIMUM, DOCUMENTS THE
- 6 ENTITY'S EXPERTISE WITH APPRENTICESHIP OR WITH TEACHER
- 7 PREPARATION.

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- 8 (c) WITHIN THIRTY DAYS AFTER AN ENTITY SUBMITS A COMPLETE
 9 APPLICATION TO THE STATE DEPARTMENT OF EDUCATION, THE STATE
 10 BOARD OF EDUCATION SHALL NOTIFY THE ENTITY THAT THE STATE BOARD
 11 OF EDUCATION HAS EITHER APPROVED OR DISAPPROVED THE SPONSORSHIP
 12 APPLICATION.
 - (3) (a) IN ADDITION TO SUBMITTING AN APPLICATION TO BE APPROVED AS AN APPRENTICESHIP PROGRAM SPONSOR, THE ENTITY SHALL SUBMIT AN APPLICATION FOR THE SPONSOR'S TEACHER DEGREE APPRENTICESHIP PROGRAM TO THE STATE BOARD OF EDUCATION FOR APPROVAL. THE APPLICATION FOR THE TEACHER DEGREE APPRENTICESHIP PROGRAM MUST INCLUDE A PROPOSED WORK PROCESS SCHEDULE AND RELATED INSTRUCTION PLAN AS SET FORTH BY THE UNITED STATES DEPARTMENT OF LABOR.
- 21 (b) The state department of education shall review 22 Applications for the teacher degree apprenticeship program and 23 Shall make recommendations to the state board of education 24 For approval or denial of the applications.
 - (c) WITHIN NINETY DAYS AFTER AN APPRENTICESHIP PROGRAM SPONSOR SUBMITS A COMPLETE APPLICATION TO THE STATE DEPARTMENT OF EDUCATION, THE STATE BOARD OF EDUCATION SHALL NOTIFY THE

-9-

1	APPRENTICESHIP PROGRAM SPONSOR THAT THE STATE BOARD OF
2	EDUCATION HAS EITHER APPROVED OR DENIED THE APPLICATION FOR THE
3	TEACHER DEGREE APPRENTICESHIP PROGRAM. IF THE APPLICATION IS
4	DENIED, THE STATE BOARD OF EDUCATION SHALL CITE THE REASONS FOR
5	THE DENIAL.
6	(4) AN APPROVED TEACHER DEGREE APPRENTICESHIP PROGRAM
7	MUST MEET THE FOLLOWING CRITERIA:
8	(a) BE REGISTERED WITH THE UNITED STATES DEPARTMENT OF
9	LABOR OR THE COLORADO APPRENTICESHIP AGENCY;
10	(b) INCLUDE A PLAN FOR TRAINING AND SUPPORTING APPRENTICE
11	MENTOR TEACHERS;
12	(c) INCLUDE A WAGE SCALE COMMENSURATE WITH EXISTING PAY
13	SCALES OF LOCAL EDUCATION PROVIDERS BASED ON THE LEVEL OF WORK
14	BEING PERFORMED;
15	(d) THE APPROVED TEACHER DEGREE APPRENTICESHIP PROGRAM
16	INCORPORATES A BACHELOR'S DEGREE FROM AN ACCREDITED
17	INSTITUTION IN A RELATED FIELD OF STUDY RELATIVE TO THE
18	ENDORSEMENT AREA THAT THE PROGRAM'S PARTICIPANTS WILL PURSUE.
19	THE BACHELOR'S DEGREE PROGRAM DOES NOT NEED TO BE AN APPROVED
20	EDUCATOR PREPARATION PROGRAM PURSUANT TO SECTION 23-1-121.
21	(e) The bachelor's degree program referenced in
22	SUBSECTION (4)(d) OF THIS SECTION MUST INCORPORATE ON-THE-JOB
23	TRAINING IN MEANINGFUL AND TIME-SAVING WAYS THROUGH ONE OF THE
24	FOLLOWING MECHANISMS:
25	(I) Offering thirty or more credits for successfully
26	COMPLETING ON-THE-JOB TRAINING;
2.7	(II) CREATING A RESIDENCY MODEL THAT CLOSELY INTEGRATES

-10-

1	COURSE WORK AND CLINICAL EXPERIENCE WITH RELEVANT AND
2	CONNECTED ASSIGNMENTS CARRIED OUT IN THE CLINICAL EXPERIENCE
3	THAT COUNTS AS TWENTY-FIVE PERCENT OR MORE TOWARD THE DEGREE;
4	(III) EMBEDDING ON-THE-JOB LEARNING INTO THE HOMEWORK OR
5	ASSIGNMENT REQUIREMENTS OF TWENTY-FIVE PERCENT OR MORE OF THE
6	COURSES WITHIN THE DEGREE; OR
7	(IV) OPERATING AS A COMPETENCY-BASED BACHELOR'S DEGREE
8	PROGRAM.
9	(5) (a) EVERY FIVE YEARS AFTER PROGRAM APPROVAL, THE STATE
10	DEPARTMENT OF EDUCATION SHALL CONSULT WITH THE UNITED STATES
11	DEPARTMENT OF LABOR APPRENTICESHIP OFFICE, OR COLORADO
12	APPRENTICESHIP AGENCY REPRESENTATIVES, REGARDING THE AUDIT
13	REQUIRED PURSUANT TO 29 CFR 29.3 TO REVIEW PROGRAM COMPLIANCE
14	AND AUDIT FINDINGS TO ENSURE THE APPROVED TEACHER DEGREE
15	APPRENTICESHIP PROGRAM CONTINUES TO MEET THE REQUIREMENTS. AN
16	APPROVED TEACHER DEGREE APPRENTICESHIP PROGRAM THAT DOES NOT
17	MEET THE REQUIREMENTS IS SUBJECT TO DISQUALIFICATION BY THE STATE
18	DEPARTMENT OF EDUCATION, THE UNITED STATES DEPARTMENT OF LABOR
19	APPRENTICESHIP OFFICE, OR THE COLORADO APPRENTICESHIP AGENCY.
20	(b) IF DISQUALIFIED, THE APPRENTICESHIP PROGRAM SPONSOR MAY
21	CONTINUE TO OPERATE THE TEACHER DEGREE APPRENTICESHIP PROGRAM
22	ONLY AS LONG AS NECESSARY TO ALLOW THE ACTIVELY REGISTERED
23	APPRENTICES TO FINISH.
24	(c) IF THE APPRENTICESHIP PROGRAM SPONSOR REDESIGNS THE
25	TEACHER DEGREE APPRENTICESHIP PROGRAM TO MEET THE
26	REQUIREMENTS, AND THE STATE BOARD OF EDUCATION APPROVES THE
27	REDESIGNED TEACHER DEGREE APPRENTICESHIP PROGRAM, THE

-11- 087

1	APPRENTICESHIP PROGRAM SPONSOR MAY REINSTATE APPRENTICESHIP
2	ENROLLMENT.
3	(6) The state department of education shall annually
4	INCLUDE DATA ON TEACHER DEGREE APPRENTICESHIP PROGRAMS IN THE
5	EXISTING EDUCATOR PREPARATION PROGRAM REPORT DASHBOARD,
6	CONSISTENT WITH THE DATA AND REPORTING REQUIREMENTS IN SECTION
7	$22\text{-}2\text{-}112(1)(q). \ The \ department \ shall \ coordinate \ with \ the \ United$
8	STATES DEPARTMENT OF LABOR OR THE COLORADO APPRENTICESHIP
9	AGENCY TO SOURCE THE DATA.
10	SECTION 5. In Colorado Revised Statutes, 22-60.5-201, amend
11	(1)(c)(II) introductory portion and (1)(c)(II)(B); and add (1)(c)(II)(C) as
12	follows:
13	22-60.5-201. Types of teacher licenses issued - term - rules.
14	(1) The department is designated as the sole agency authorized to issue
15	the following teacher licenses to persons of good moral character:
16	(c) Professional teacher license. (II) The department of
17	education may, in its discretion, issue a professional teacher license to any
18	applicant who:
19	(B) Has previously held a professional teacher license issued
20	pursuant to this article ARTICLE 60.5 or an equivalent certificate which
21	THAT was issued pursuant to article 60 of this title TITLE 22 prior to July
22	1, 1994; or
23	(C) HOLDS A CERTIFICATE OF APPRENTICESHIP COMPLETION FROM
24	AN APPROVED TEACHER DEGREE APPRENTICESHIP PROGRAM PURSUANT TO
25	SECTION 22-60.5-111.
26	SECTION 6. Act subject to petition - effective date. This act
27	takes effect at 12:01 a.m. on the day following the expiration of the

-12- 087

- 1 ninety-day period after final adjournment of the general assembly; except
- 2 that, if a referendum petition is filed pursuant to section 1 (3) of article V
- 3 of the state constitution against this act or an item, section, or part of this
- 4 act within such period, then the act, item, section, or part will not take
- 5 effect unless approved by the people at the general election to be held in
- 6 November 2024 and, in such case, will take effect on the date of the
- 7 official declaration of the vote thereon by the governor.

-13-