

I Mina'trentai Ocho Na Liheslaturan Guåhan
APPOINTMENTS

DOCUMENT NO.	APPOINTEE	POSITION	AGENCY	APPT. DATE	TERM LENGTH	DATE REFERRED	COMMITTEE REFERRED	PUBLIC HEARING DATE	DATE COMMITTEE REPORT FILED	SESSION DATE	DATE CONFIRMED	NOTES
38GL-26-1963	Sarah G. Elmore-Hernandez	Director	Bureau of Women's Affairs	2/20/26		2/26/26	Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagåtña Restoration.	3/19/26	5/6/26			

Office of Senator
SHELLY V. CALVO

MAJORITY WHIP & CHAIRPERSON

Child Welfare, Youth Affairs, Senior Citizens,
Women's Affairs, Disability Services, the Arts, Culture,
Historic Preservation & Hagåtña Restoration



I Mina'trentai Ocho Na Liheslaturan Guåhan
THE 38TH GUAM LEGISLATURE

Guam Congress Building
163 Chalan Santo Papa, Hagåtña, Guam 96910
officeofsenatorshellycalvo@guamlegislature.gov
(671) 989-5682/3

May 5, 2026

The Honorable Frank F. Blas, Jr.
Speaker | *I Mina'trentai Ocho Na Liheslaturan Guåhan*
38th Guam Legislature
163 Chalan Santo Papa
Hagåtña, Guam 96910

VIA: The Honorable V. Anthony Ada
Chairperson, Committee on Rules

RE: Committee Report on the appointment of Sarah Elmore-Hernandez to serve as the Director of the Guam Bureau of Women's Affairs

Dear Speaker Blas:

Transmitted herewith is the Committee Report on the appointment of **Sarah Elmore-Hernandez** to serve as the **Director of the Guam Bureau of Women's Affairs**, which was referred to the **Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration**

Committee votes are as follows:

- 9 TO DO CONFIRM
 TO NOT CONFIRM
 TO REPORT OUT ONLY
 TO ABSTAIN
 TO PLACE IN INACTIVE FILE

Sincerely,

SHELLY V. CALVO
Chairperson



COMMITTEE ON RULES

RECEIVED:

May 5, 2026 12:05 p.m.

Marie Crisostomo

Revisions Received:

May 6, 2026 2:51 p.m.

Office of Senator
SHELLY V. CALVO

MAJORITY WHIP & CHAIRPERSON

Child Welfare, Youth Affairs, Senior Citizens,
Women's Affairs, Disability Services, the Arts, Culture,
Historic Preservation & Hagåtña Restoration



I Mina'trentai Ocho Na Liheslaturan Guåhan
THE 38TH GUAM LEGISLATURE

Guam Congress Building
163 Chalan Santo Papa, Hagåtña, Guam 96910
officeofsenatorshellycalvo@guamlegislature.gov
(671) 989-5682/3

COMMITTEE REPORT

Nomination of

Sarah Elmore-Hernandez, PhD

**As the Director
for the Guam Bureau of Women's Affairs (GBWA)**

Office of Senator
SHELLY V. CALVO

MAJORITY WHIP & CHAIRPERSON

Child Welfare, Youth Affairs, Senior Citizens,
Women's Affairs, Disability Services, the Arts, Culture,
Historic Preservation & Hagåtña Restoration



I Mina'trentai Ocho Na Liheslaturan Guåhan
THE 38TH GUAM LEGISLATURE

Guam Congress Building
163 Chalan Santo Papa, Hagåtña, Guam 96910
officeofsenatorshellycalvo@guamlegislature.gov
(671) 989-5682/3

March 20, 2026

MEMORANDUM

TO: All Members

FROM: Senator Shelly V. Calvo
Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs,
Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration

SUBJECT: **Committee Report on the appointment of Sarah Elmore-Hernandez, PHD**

Transmitted herewith for your consideration is the Committee Report on **the appointment of Sarah Elmore-Hernandez, PhD** to serve as the Director of the Guam Bureau of Women's Affairs.

This report includes the following:

- Copy of COR Referral of the Appointment
- Copy of the Appointment Letter to the Speaker
- Copy of the Appointment Packet
- Notices of Public Hearing
- Copy of the Public Hearing Agenda
- Public Hearing Sign-in Sheet
- Submitted Written Testimonies and Supporting Documents
- Committee Vote Sheet
- Committee Report Digest

Please take the appropriate action on the attached voting sheet. Your attention to this matter is greatly appreciated. Should you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

SHELLY V. CALVO
Chairperson



COMMITTEE ON RULES

Vice Speaker V. Anthony Ada, Chairperson


I Mina'trentai Ocho Na Liheslaturan Guåhan

38th Guam Legislature

February 26, 2026

To: **Rennae V. C. Meno**
Clerk of the Legislature

Attorney Darleen E.H. Phillips
Legislative Legal Counsel

From: **Vice Speaker V. Anthony Ada** 
Chairperson, Committee on Rules

Subject: **Referral of Appointment**

Håfa Adai,

As per my authority as Chairperson of the Committee on Rules and subject to §9.01, Rule IX of our Standing Rules, I am forwarding the referral of the following appointment:

Appointee: **Sarah G. Elmore-Hernandez**

Position: **Director**

Please refer the following document:

“**Doc. No. 38GL-26-1963**– Office of the Governor - Appointment and Supporting Documents for Sarah G. Elmore-Hernandez, Director, Bureau of Women’s Affairs.”

Ensure the appointment is referred to the Committee on Child Welfare, Youth Affairs, Senior Citizens, Women’s Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagåtña Restoration chaired by Senator Shelly V. Calvo. I also request that the same be copied to Management Information Services (MIS) for posting on our website.

Should you have any questions or concerns, please feel free to contact Kamarin Nelson, Committee on Rules Director at 671-472-2461.



LOURDES A. LEON GUERRERO
GOVERNOR



JOSHUA F. TENORIO
IT, GOVERNOR

UFISINAN I MAGA'HĀGAN GUĀHAN
OFFICE OF THE GOVERNOR OF GUAM

38GL-26-1963

OFFICE OF THE SPEAKER
FRANK F. BLAS JR.

February 20, 2026

FEB 20 2026

HONORABLE FRANK BLAS JR., *Speaker*
I Mina'trentai Ocho Na Liheslaturan Guāhan
38th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hagåtña, Guam 96932

Time: 3:55pm
Received: [Signature]

Hāfa Adai Mr. Speaker:

By virtue of the authority vested in me pursuant to the Organic Act of Guam, 5 GCA § 1801, 4 GCA § 2103, and all other applicable local laws, I hereby transmit for the advice and consent of *I Liheslaturan Guāhan* the nomination of:

Sarah G. Elmore-Hernandez
Director, Bureau of Women's Affairs

Pending legislative confirmation, Ms. Elmore-Hernandez has been designated to serve as Acting Director pursuant to applicable law.

Please schedule a confirmation hearing at your earliest convenience.

Senseramente,

JOSHUA F. TENORIO
Ākto Maga'lāhen Guāhan
Acting Governor of Guam



38GL-26-1963
Messages and Communications

RECEIVED
COMMITTEE ON RULES
February 23, 2026

2:54 p.m.
Marie Crisostomo

cc: *Honorable* Lourdes A. Leon Guerrero, *Maga'hāgan Guāhan*, Governor of Guam

LOURDES A. LEON GUERRERO
GOVERNOR



JOSHUA F. TENORIO
IT. GOVERNOR

UFISINAN I MAGA'HĀGAN GUĀHAN
OFFICE OF THE GOVERNOR OF GUAM

February 20, 2026

SARAH G. ELMORE-HERNANDEZ

RE: APPOINTMENT AS DIRECTOR, BUREAU OF WOMEN'S AFFAIRS

Hāfa Adai Ms. Elmore-Hernandez:

Pursuant to my authority under the Organic Act of Guam, 5 GCA § 1801, 4 GCA § 2103, and all other applicable laws, I hereby appoint you to serve as:

Director, Bureau of Women's Affairs

This appointment shall be at the pleasure of the Governor, and is subject to the advice and consent of *I Liheslaturan Guåhan*.

Pending legislative confirmation, you are hereby designated to serve as Acting Director, effective February 20, 2026, and shall exercise all powers and duties of the office unless and until the Legislature acts upon your nomination.

I appreciate your willingness to serve in this position, and I am confident that your time will be spent in a manner to improve the island of Guam.

Should you have any questions, please contact the Office of the Governor.

Senseramente,

A handwritten signature in blue ink, appearing to read "Joshua F. Tenorio".

JOSHUA F. TENORIO
Ākto Maga'lāhen Guåhan
Acting Governor of Guam

cc: *Honorable* Lourdes A. Leon Guerrero, *Maga'hāgan Guåhan*, Governor of Guam

LOURDES A. LEON GUERRERO
Governor



JOSHUA F. TENORIO
Lieutenant Governor

OFFICE OF THE GOVERNOR OF GUAM Nomination and Appointment Information Form

The following information is required for submission to the
Speaker of *I Liheslaturan Guåhan* in accordance with Title 4, Guam Code Annotated Section 2103

NOMINEE INFORMATION

Last Name Elmore-Hernandez	First Name Sarah	Middle Initial G
Mailing Address [REDACTED]		Apartment/Unit #
City [REDACTED]	State [REDACTED]	Zip Code [REDACTED]
Phone [REDACTED]	E-mail Address [REDACTED]	
Position to which Appointment is Made Director, Bureau of Women's Affairs		
Are you a citizen of the United States? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
If no, are you authorized to work in the United States? Yes <input type="checkbox"/> No <input type="checkbox"/>		

EDUCATION

SCHOOL (Name, City and State)	DATES OF ATTENDANCE	TYPE OF DEGREE	YEAR EARNED
High School Homeschooled	2004-2008	HS Diploma	2008
College University of Colorado Denver	2008-2011 2011-2013	BA/MA in Political Science	2011/13
Graduate School University of Alaska Fairbanks	2019-2025	Ph.D. in Gender and Politics	2025
Other Degree Syracuse University College of Law	2023-2026	Juris Doctor	Aug 2026

EMPLOYMENT HISTORY

Name of Present/Last Employer and Mailing Address Judiciary of Guam 120 W O'Brien Dr. Hagåtña, Guam 96910	Position Title Director of Policy, Planning & Community Relat
	Dates Held January 2023-January 2026

Previous Employer and Mailing Address 35th and 36th Guam Legislature Office of Senator Mary Camacho Torres 238 Archbishop Flores St. Hagåtña, Guam 96910	Position Title Chief of Staff
	Dates Held January 2019-December 2022

Previous Employer and Mailing Address 34th Guam Legislature Office of Senator Régine Biscoe Lee 163 Chalan Santo Papa St. Hagåtña, Guam 96910	Position Title Chief of Staff
	Dates Held September 2018-December 2018

Previous Employer and Mailing Address 33rd and 34th Guam Legislature Office of Speaker Benjamin J.F. Cruz Office of Vice Speaker Benjamin J.F. Cruz 163 Chalan Santo Papa St. Hagåtña, Guam 96910	Position Title Committee Director
	Dates Held April 2016-September 2018

Previous Employer and Mailing Address 33rd Guam Legislature Office of Vice Speaker Benjamin J.F. Cruz 155 Hessler St. Hagåtña, Guam 96910	Position Title Policy Analyst
	Dates Held November 2015-March 2016

PRIOR GOVERNMENT OF GUAM SERVICE

Agency or Department Name (please see above)		Position Title	
Address	Phone No.	Dates Held	

Agency or Department Name		Position Title	
Address	Phone No.	Dates Held	

PRIOR GOVERNMENT SERVICE (EXCLUDING GOVERNMENT OF GUAM)

Agency or Department Name (please see above)		Position Title	
Address	Phone No.	Dates Held	

Agency or Department Name		Position Title	
Address	Phone No.	Dates Held	

TRAINING

INSTITUTE/SEMINARS/ON-THE-JOB TRAINING	DATE
Alumna, NCSL Legislative Staff Management Institute	2018
Conference of Court Public Information Officers (CCPIO)	2024

AWARDS

List all educational, professional, civic awards, and recognition for public service:
Recipient - Syracuse University College of Law Dean's List (2023-Present) Recipient - University of Alaska Fairbanks Dissertation Fellowship Award (2022) Staff Snapshot - State Legislatures Magazine, National Conference of State Legislatures (2022) Honoree - "50 under 40 Emerging Leaders in the Government of Guam," AGA, Guam Chapter (2020) Alumna - National Conference of State Legislatures, University of Southern California Sol Price School of Public Policy Legislative Staff Management Institute (2018) Recipient - University of Colorado Denver Dean's List (2008-2011)

PROFESSIONAL INVOLVEMENT

List involvement on a local/national/international level. List organizations, activities participated in, and offices held:
Co-Chair, National Public Policy Committee, American Association of University Women (2022-2023) Executive Committee Member, National Conference of State Legislatures (2022-2023) - Member, State/Federal Policy Subcommittee - Member, Outreach and Member Services Subcommittee Member, NCSL Legislative Staff Coordinating Committee (2022-2023) - Member, Strategic Planning Work Group - Member, Information Technology, Social Media, E-Learning and Outreach Subcommittee Member, National Public Policy Committee, American Association of University Women (2020-2022)

COMMUNITY / CIVIC INVOLVEMENT

List organizations, activities participated in, and offices held:
Vice President, Guam Girl Scouts Board (2026) Member, Guam Girl Scouts Board (2020-Present) Vice President, American Association of University Women, Guam Chapter (2018-2019) National Committeewoman, Young Democrats of Guam (2017-2019)

PUBLICATIONS AND PRESENTATIONS

List any published articles, papers delivered at professional meetings, etc.:
Elmore, S. (2013). Beyond 'Fortress Pacific': Exploring sustainable mobilization in Guam. <i>Praxis: Politics in Action</i> , 1(1), 45-57.
Elmore-Hernandez, S. (2025). In their own words: Exploring the political lives of women legislators in Guam (Order No. 31934703). Available from ProQuest Dissertations & Theses Global. (3199246677).

MILITARY SERVICE (Please attach Form DD-214)

BRANCH	DATES OF SERVICE	RANK AT DISCHARGE	TYPE OF DISCHARGE
N/A			

OTHER INFORMATION

(1) Have you ever been found guilty of a felony in any court, whether within or without the United States?

Yes No If so, please specify in detail: _____

Address of the Court: _____

Date(s) of Conviction: _____

Specific Infraction Committed: _____

(2) Have you ever been declared mentally incompetent by any court, whether within or without the United States?

Yes No If so, please specify in detail the reasons and facts related to such declaration:

(3) Have you ever been found not guilty or not punishable in any criminal proceedings by reason of insanity?

Yes No

(4) Have you ever been confined to a mental institution for any reason?

Yes No If so, please specify in why the appointing authority believes you that you are not suffering from any mental illness or affliction:

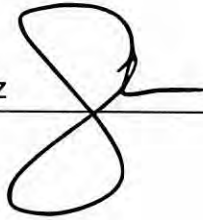
AFFIDAVIT / DECLARATION UNDER PENALTY OF PERJURY

I, the undersigned, do hereby depose and say that: (1) I have read and reviewed the information contained in the attached Appointment/Nomination letter from the Governor of Guam; (2) that the matters contained in the Appointment/Nomination letter, together with all attachments thereto, are true and correct and that I am competent to testify to said matters; and (3) that this Declaration is made for the purpose of complying with the requirements of 4 G.C.A. Section 2103.5.

I declare under penalty of perjury under the laws of Guam (4 G.C.A. Section 4308) that the foregoing is true and correct.

Sarah G. Elmore-Hernandez

Print Name and Signature



02-06-2026

Date

SARAH G. ELMORE-HERNANDEZ

EDUCATION

Juris Doctor Syracuse University College of Law	2023-2026 (expected) Syracuse, New York
Doctor of Philosophy in Gender and Politics University of Alaska Fairbanks	2019 –2025 Fairbanks, Alaska
Master of Arts in Political Science University of Colorado Denver	2011 –2013 Denver, Colorado
Bachelor of Arts in Political Science University of Colorado Denver Graduated “with distinction”	2008 –2011 Denver, Colorado

EXPERIENCE

Director of Policy, Planning, and Community Relations Judiciary of Guam	January 2023 – January 2026 Hagåtña, Guam
<ul style="list-style-type: none">– Develops and advises on public policy initiatives that support court operations– Oversees legislative tracking to inform court positions on proposed laws/regulations– Drafts policy briefs, statements, speeches, and correspondence for judicial leadership– Liaises with lawmakers, agencies, and community partners to meet judicial goals and resources– Leads public communication strategy to strengthen outreach and engagement	
Chief of Staff Office of Senator Mary Camacho Torres, 35 th and 36 th Guam Legislature	January 2019 – December 2023 Hagåtña, Guam
<ul style="list-style-type: none">– Managed the Member’s policy, communications, and constituent strategies– Served as principal adviser and liaison on all legislative activities– Drafted legislation, statements, speeches, and correspondence– Alerted Member on key local issues, events, and needs– Oversaw the administration of office goals, policies, and procedures	
Chief of Staff Office of Senator Régine Biscoe Lee, 34 th Guam Legislature	September 2018 – December 2018 Hagåtña, Guam
<ul style="list-style-type: none">– Served as principal adviser and main liaison on all policy and legislative activities– Analyzed and drafted legislation in areas of interest for the Member– Prepared briefings for the Member on key legislative issues– Managed the Member’s re-election campaign strategy– Oversaw the administration of office goals, policies, and procedures	
Committee Director, Appropriations and Adjudication Office of Speaker Benjamin J.F. Cruz, 34 th Guam Legislature Office of Vice Speaker Benjamin J.F. Cruz, 33 rd Guam Legislature	April 2016 – September 2018 Hagåtña, Guam
<ul style="list-style-type: none">– Served on Member’s senior policy and research team– Managed all legislative activities and bills referred to the committee– Drafted press releases and media advisories– Drafted committee reports, findings and recommendations, and amendments to referred bills	

Policy Analyst

Office of Vice Speaker Benjamin J.F. Cruz, 33rd Guam Legislature
– Assisted previous committee director with duties
– Addressed needs of constituents, federal, and local officials
– Conducted research and prepared briefings on key legislative issues

November 2015 – March 2016

Hagåtña, Guam

Graduate Teaching Assistant

Introduction to International Relations, University of Colorado Denver
– Monitored and ensured students’ compliance with departmental/in-class policies
– Collaborated on examination curriculum
– Lectured on instructor’s behalf and proctored examinations
– Advised students through email correspondence and office hours

Spring/Fall 2013

Denver, Colorado

LEADERSHIP AND COMMUNITY SERVICE

National

Co-Chair, Public Policy Committee, American Association of University Women 2022 – 2023
Executive Committee Member, National Conference of State Legislatures 2022 – 2023
– Member, State/Federal Policy Subcommittee
– Member, Outreach and Member Services Subcommittee
Member, NCSL Legislative Staff Coordinating Committee 2022 – 2023
– Member, Strategic Planning Work Group
– Member, Information Technology, Social Media, E-Learning and Outreach Subcommittee
Member, Public Policy Committee, American Association of University Women. 2020 – 2022

Local

Board Member, Guam Girl Scouts, Inc. 2020 – Present
Vice President, American Association of University Women, Guam Chapter 2018 – 2019
National Committeewoman, Young Democrats of Guam 2017 – 2019

AWARDS AND RECOGNITION

Recipient – Syracuse University College of Law Dean’s List 2023 – Present
Recipient – University of Alaska Fairbanks Dissertation Completion Fellowship Award 2022
Staff Snapshot – *State Legislatures Magazine*, National Conference of State Legislatures 2022
Honoree – “50 under 40 Emerging Leaders in the Government of Guam,” Association of Government Accountants, Guam Chapter 2020
Alumna – National Conference of State Legislatures, University of Southern California Sol Price School of Public Policy Legislative Staff Management Institute 2018
Recipient – University of Colorado Denver Dean’s List 2008 – 2011

PUBLICATIONS

Elmore, S. (2013). Beyond ‘Fortress Pacific’: Exploring sustainable mobilization in Guam. *Praxis: Politics in Action*, 1(1), 45-57.

Elmore-Hernandez, S. (2025). *In their own words: Exploring the political lives of women legislators in Guam* (Order No. 31934703). Available from ProQuest Dissertations & Theses Global. (3199246677).



Superior Court of Guam

Guam Judicial Center • 120 West O'Brien Dr • Hagåtña, Gu. 96910
Tel: (671) 300-7993 • Fax: (671) 475-0078



HON. ALBERTO C. LAMORENA, III
PRESIDING JUDGE

JANICE M. CAMACHO-PEREZ, ESQ.
CLERK OF COURT

VALERIE D. TENORIO
CHIEF DEPUTY CLERK

Name: SARAH G ELMORE-HERNANDEZ

Driver's License ID #: [REDACTED]

DOB: [REDACTED]

CERTIFICATE OF SEARCH

The undersigned Clerk hereby certifies the following results of a diligent search of the records of this Court:

Criminal Cases:
No Cases Found

Civil Cases:

Request for further information may be addressed at the Records Division of the Superior Court of Guam, Guam Judicial Center, 120 West O'Brien Drive, Hagåtña, Guam. Hours of operation are Monday - Friday, 9:00 a.m. to 4:00 p.m. Closed Saturdays, Sundays and local/federal holidays. **Court Clearances are Non-Refundable.**

Dated: 02/10/2026

Janice M. Camacho-Perez
Clerk of Court

By: Ventura Salenga Jr.
Deputy Clerk I

Prepared by: Ventura Salenga Jr



The absence of an Original Court Seal Invalidates this document. 263867

The Judiciary of Guam is an equal opportunity provider and employer.



Government of Guam
GUAM POLICE DEPARTMENT
RECORDS & IDENTIFICATION SECTION
P.O. Box 23909
Guam Main Facility, Guam 96921



February 16, 2026

SUBJECT: CRIMINAL HISTORY RECORD

NAME:	Sarah G. ELMORE-HERNANDEZ		
DATE OF BIRTH:	[REDACTED]	FINGERPRINT #:	NONE
■	The individual has no record of criminal conviction(s) in the Guam Police Department files that are subject to Guam law.		

*****NOTHING FOLLOWS*****

THIS INFORMATION MAY BE LIMITED TO A LOCAL CRIMINAL OFFENSE ONLY AND IS NOT INTENDED FOR USE FOR ANY LOCAL, STATE, OR FEDERAL LAW ENFORCEMENT AGENCY.

The absence of an original GUAM POLICE seal invalidates this police clearance.
REVISED 04/26/19

By Direction: *andrea*

STEPHEN C. IGNACIO
Chief of Police



FIRST NOTICE of Appointment Hearing: March 19, 2026

Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Wed, Mar 11, 2026 at
9:33 PM

To: phnotice@guamlegislature.gov

Bcc: "advertise@kanditnews.com" <advertise@kanditnews.com>, marc.catahay@guamlegislature.gov

FOR IMMEDIATE RELEASE

March 12, 2026

MEMORANDUM

To: All Senators, Stakeholders, Media

From: Senator Shelly V. Calvo

Re: FIRST NOTICE of Appointment Hearing: March 19, 2026

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagatãna Restoration will conduct an Appointment Hearing on Thursday, **March 19, 2026 at 2:00 pm** in the Public Hearing Room of the Guam Congress Building.

This hearing will consider the following appointments:

38GL-26-1921 - Lillian Gill, Community Representative, Guam Council on the Arts and Humanities Agency (CAHA) Board of Directors

38GL-26-1963 - Sarah G. Elmore-Hernandez, Director, Bureau of Women's Affairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagatãna, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via electronic mail at officeofsenatorshellycalvo@guamlegislature.gov for further guidance.

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guãhan's live feed. Written testimonies may be sent via email to officeofsenatorshellycalvo@guamlegislature.gov.

--

All government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via email at officeofsenatorshellycalvo@guamlegislature.gov.

Respectfully,



Office of the People | Senator Shelly V. Calvo

Majority Whip & Chairwoman


Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration

38th Guam Legislature

163 Chalan Santo Papa, Hagåtña, Guam 96910

T +1 (671) 989-5682

E officeofsenatorshellycalvo@guamlegislature.gov

 **03.12.2026 Public Hearing Notice - Appointment of L.G, S.G.E-H..pdf**
841K

Office of Senator
SHELLY V. CALVO
MAJORITY WHIP



I Mina'trentai Ocho Na Liheslaturan Guåhan
THE 38TH GUAM LEGISLATURE

Guam Congress Building
163 Chalan Santo Papa, Hagåtña, Guam 96910
officeofsenatorshellycalvo@guamlegislature.gov
(671) 989-5682/3

COMMITTEES

FOR IMMEDIATE RELEASE
March 12, 2026

CHAIRPERSON

Child Welfare, Youth
Affairs, Senior Citizens,
Women's Affairs,
Disability Services,
the Arts, Culture,
Historic Preservation
& Hagåtña Restoration

MEMORANDUM

To: All Senators, Stakeholders, Media
From: Senator Shelly V. Calvo

Re: FIRST NOTICE of Appointment Hearing: March 19, 2026

VICE CHAIRPERSON

Transportation, Tourism,
Customs, Utilities &
Federal
and Foreign Affairs

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagåtña Restoration will conduct an Appointment Hearing on Thursday, **March 19, 2026 at 2:00 pm** in the Public Hearing Room of the Guam Congress Building.

MEMBER

Economic Investment,
Military Buildup,
Regional Relations,
Technology,
Regulatory Affairs,
Justice, Elections
& Retirement

This hearing will consider the following appointments:

38GL-26-1921 - Lillian Gill, Community Representative, Guam Council on the Arts and Humanities Agency (CAHA) Board of Directors

38GL-26-1963 - Sarah G. Elmore-Hernandez, Director, Bureau of Women's Affairs

Education, Libraries
& Public Broadcasting

Health
& Veterans Affairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagåtña, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via electronic mail at officeofsenatorshellycalvo@guamlegislature.gov for further guidance.

Land, Environment,
Housing, Agriculture,
Parks & Infrastructure

Rules

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guåhan's live feed. Written testimonies may be sent via email to officeofsenatorshellycalvo@guamlegislature.gov.

--

All government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via email at officeofsenatorshellycalvo@guamlegislature.gov.



FIRST NOTICE of Appointment Hearing: March 19, 2026

FIRST NOTICE of Appointment Hearing: March 19, 2026

PUBLIC HEARING

- Posted on: 03/11/2026 09:34 PM
- Posted by: Marc Catahay
- Public Hearing Date: 03/19/2025 02:00 PM
- Department(s): GUAM LEGISLATURE (/notices?department_id=92)
- Division(s): OFFICE OF SENATOR SHELLY V. CALVO (/notices?division_id=296)
- Notice Topic(s): PUBLIC HEARING (/notices?topic_id=74)
- Types of Notice: PUBLIC HEARING (/notices?type_id=7)
- For Audience(s): PUBLIC (/notices?public=1)
- Share this notice



FOR IMMEDIATE RELEASE

March 12, 2026

MEMORANDUM

To: All Senators, Stakeholders, Media

From: Senator Shelly V. Calvo

Re: FIRST NOTICE of Appointment Hearing: March 19, 2026

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women’s Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagatña Restoration will conduct an Appointment Hearing on Thursday, **March 19, 2026 at 2:00 pm** in the Public Hearing Room of the Guam Congress Building.

This hearing will consider the following appointments:

38GL-26-1921 - Lillian Gill, Community Representative, Guam Council on the Arts and Humanities Agency (CAHA) Board of Directors

38GL-26-1963 - Sarah G. Elmore-Hernandez, Director, Bureau of Women’s Affairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagatña, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at **(671) 989-5682** or via electronic mail at officeofsenatorshellycalvo@guamlegislature.gov for further guidance.

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guahan’s live feed. Written testimonies may be sent via email to officeofsenatorshellycalvo@guamlegislature.gov (<mailto:officeofsenatorshellycalvo@guamlegislature.gov>),

--

All government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at **(671) 989-5682** or via email at officeofsenatorshellycalvo@guamlegislature.gov (<mailto:officeofsenatorshellycalvo@guamlegislature.gov>),



A public service by
Kandit News Group

[Read More](#)



Below are notices of public hearings posted in chronological order of date and time each is scheduled to begin:

|
|
|



Confirmation hearing on Lillian Gill and Sarah Elmore-Hernandez
Scheduled for March 19, 2026






This public notice published by
Kandit News Group

[Read More](#)



FIRST NOTICE of Public Hearing by Senator Shelly Vargas Calvo
Published on Kandit on March 12, 2026

The Committee on Child Welfare, Youth APairs, Senior Citizens, Women’s APairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagatãña Restoration will conduct an Appointment Hearing on Thursday, March 19, 2026 at 2:00 pm in the Public Hearing Room of the Guam Congress Building.

This hearing will consider the following appointments:

- 38GL-26-1921 – Lillian Gill, Community Representative, Guam Council on the Arts and Humanities Agency (CAHA) Board of Directors
- 38GL-26-1963 – Sarah G. Elmore-Hernandez, Director, Bureau of Women’s APairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagåtña, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via electronic mail at obceofsenatorsHELLYCALVO@guamlegislature.gov for further guidance.

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guåhan's live feed. Written testimonies may be sent via email to obceofsenatorsHELLYCALVO@guamlegislature.gov.

All government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via email at obceofsenatorsHELLYCALVO@guamlegislature.gov.

- |
- |
- |

Share FAVORITES By Troy Torres Posted on: Thursday, 03/12/2026 7:50 PM Guam Legislature Other Events 0 comments 63

PUBLIC NOTICES SHELLY CALVO

Leave a Reply

Your email address will not be published. Required fields are marked *

Comment *

Name *

Email *



SECOND NOTICE of Appointment Hearing: March 19, 2026

Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Tue, Mar 17, 2026 at
8:00 AM

To: phnotice@guamlegislature.gov

Bcc: marc.catahay@guamlegislature.gov

FOR IMMEDIATE RELEASE

March 17, 2026

MEMORANDUM

To: All Senators, Stakeholders, Media

From: Senator Shelly V. Calvo

Re: SECOND NOTICE of Appointment Hearing: March 19, 2026

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagatãña Restoration will conduct an Appointment Hearing on Thursday, **March 19, 2026 at 2:00 pm** in the Public Hearing Room of the Guam Congress Building.

This hearing will consider the following appointments:

**38GL-26-1921 - Lillian Gill, Community Representative, Guam Council on the
Arts and Humanities Agency (CAHA) Board of Directors**

38GL-26-1963 - Sarah G. Elmore-Hernandez, Director, Bureau of Women's Affairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagatãña, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via electronic mail at officeofsenatorshellycalvo@guamlegislature.gov for further guidance.

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guãhan's live feed. Written testimonies may be sent via email to officeofsenatorshellycalvo@guamlegislature.gov.

—

All government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via email at officeofsenatorshellycalvo@guamlegislature.gov.

Respectfully,



Office of the People | Senator Shelly V. Calvo

Majority Whip & Chairwoman

Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration

38th Guam Legislature

163 Chalan Santo Papa, Hagåtña, Guam 96910

T +1 (671) 989-5682

E officeofsenatorshellycalvo@guamlegislature.gov



03.17.2026 Public Hearing Notice - Appointment of L.G, S.G.E-H..pdf

841K

Office of Senator
SHELLY V. CALVO
MAJORITY WHIP



I Mina'trentai Ocho Na Liheslaturan Guåhan
THE 38TH GUAM LEGISLATURE

Guam Congress Building
163 Chalan Santo Papa, Hagåtña, Guam 96910
officeofsenatorshellycalvo@guamlegislature.gov
(671) 989-5682/3

COMMITTEES

FOR IMMEDIATE RELEASE

March 17, 2026

CHAIRPERSON

Child Welfare, Youth
Affairs, Senior Citizens,
Women's Affairs,
Disability Services,
the Arts, Culture,
Historic Preservation
& Hagåtña Restoration

MEMORANDUM

To: All Senators, Stakeholders, Media

From: Senator Shelly V. Calvo

Re: SECOND NOTICE of Appointment Hearing: March 19, 2026

VICE CHAIRPERSON

Transportation, Tourism,
Customs, Utilities &
Federal
and Foreign Affairs

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagåtña Restoration will conduct an Appointment Hearing on Thursday, **March 19, 2026 at 2:00 pm** in the Public Hearing Room of the Guam Congress Building.

MEMBER

Economic Investment,
Military Buildup,
Regional Relations,
Technology,
Regulatory Affairs,
Justice, Elections
& Retirement

This hearing will consider the following appointments:

38GL-26-1921 - Lillian Gill, Community Representative, Guam Council on the Arts and Humanities Agency (CAHA) Board of Directors

38GL-26-1963 - Sarah G. Elmore-Hernandez, Director, Bureau of Women's Affairs

Education, Libraries
& Public Broadcasting

Health
& Veterans Affairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagåtña, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via electronic mail at officeofsenatorshellycalvo@guamlegislature.gov for further guidance.

Land, Environment,
Housing, Agriculture,
Parks & Infrastructure

Rules

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guåhan's live feed. Written testimonies may be sent via email to officeofsenatorshellycalvo@guamlegislature.gov.

--

All government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via email at officeofsenatorshellycalvo@guamlegislature.gov.



SECOND NOTICE of Appointment Hearing: March 19, 2026

SECOND NOTICE of Appointment Hearing: March 19, 2026

PUBLIC HEARING

- Posted on: 03/17/2026 08:46 AM
- Posted by: Marc Catahay
- Public Hearing Date: 03/19/2026 02:00 PM
- Department(s): GUAM LEGISLATURE (/notices?department_id=92)
- Division(s): OFFICE OF SENATOR SHELLY V. CALVO (/notices?division_id=296)
- Notice Topic(s): PUBLIC HEARING (/notices?topic_id=74)
- Types of Notice: PUBLIC HEARING (/notices?type_id=7)
- For Audience(s): PUBLIC (/notices?public=1)
- Share this notice

**FOR IMMEDIATE RELEASE**

March 17, 2026

MEMORANDUM

To: All Senators, Stakeholders, Media
From: Senator Shelly V. Calvo

Re: SECOND NOTICE of Appointment Hearing: March 19, 2026

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagatãna Restoration will conduct an Appointment Hearing on Thursday, **March 19, 2026 at 2:00 pm** in the Public Hearing Room of the Guam Congress Building.

This hearing will consider the following appointments:

38GL-26-1921 - Lillian Gill, Community Representative, Guam Council on the Arts and Humanities Agency (CAHA) Board of Directors

38GL-26-1963 - Sarah G. Elmore-Hernandez, Director, Bureau of Women's Affairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagatãna, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at **(671) 989-5682** or via electronic mail at officeofsenatorshellycalvo@guamlegi.slature.gov (<mailto:officeofsenatorshellycalvo@guamlegi.slature.gov>) for further guidance.

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guåhan's live feed. Written testimonies may be sent via email to officeofsenatorshellycalvo@guamlegi.slature.gov (<mailto:officeofsenatorshellycalvo@guamlegi.slature.gov>).

--

All government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at **(671) 989-5682** or via email at officeofsenatorshellycalvo@guamlegi.slature.gov (<mailto:officeofsenatorshellycalvo@guamlegi.slature.gov>).



A public service by
Kandit News Group

[Read More](#)



Below are notices of public hearings posted in chronological order of date and time each is scheduled to begin:

|
|
|



Confirmation hearing on Lillian Gill and Sarah Elmore-Hernandez
Scheduled for March 19, 2026




This public notice published by
Kandit News Group

[Read More](#)



SECOND NOTICE of Public Hearing by Senator Shelly Vargas Calvo
Published on Kandit on March 17, 2026

The Committee on Child Welfare, Youth APairs, Senior Citizens, Women’s APairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagatãña Restoration will conduct an Appointment Hearing on Thursday, March 19, 2026 at 2:00 pm in the Public Hearing Room of the Guam Congress Building.

This hearing will consider the following appointments:

- 38GL-26-1921 – Lillian Gill, Community Representative, Guam Council on the Arts and Humanities Agency (CAHA) Board of Directors
- 38GL-26-1963 – Sarah G. Elmore-Hernandez, Director, Bureau of Women’s APairs

Written testimony may be delivered to the Office of Senator Shelly V. Calvo at the Guam Congress Building, 163 Chalan Santo Papa Hagåtña, Guam 96910. Those interested in participating in the Public Hearing to provide testimony may contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via electronic mail at obceofsenatorshellycalvo@guamlegislature.gov for further guidance.

The Public Hearing will broadcast LIVE on local television (GTA Channel 21, Docomo Channel 117) and stream online via I Liheslaturan Guåhan's live feed. Written testimonies may be sent via email to obceofsenatorshellycalvo@guamlegislature.gov.

 government activities, programs, and services are accessible for people with disabilities in compliance with Title II of the Americans with Disabilities Act (ADA). Should you or interested parties require assistance or special accommodations to fully participate in this public hearing, please contact the Office of Senator Shelly V. Calvo at (671) 989-5682 or via email at obceofsenatorshellycalvo@guamlegislature.gov.

|

|

|

Share FAVORITES By Troy Torres Posted on: Tuesday, 03/17/2026 6:30 AM Guam Legislature Other Events 0 comments 24

PUBLIC NOTICES SHELLY CALVO

Leave a Reply

Your email address will not be published. Required fields are marked *

Comment *

Name *

Email *



Office of Senator

SHELLY V. CALVO

Majority Whip & Chairwoman

Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs,
Disability Services, the Arts, Culture, Historic Preservation, and *Hagåtña* Restoration

I Mina'trentai Ocho Na Liheslaturan Guåhan • 38th Guam Legislature

AGENDA

Public Hearing · March 19, 2026 at 2:00 p.m.
Public Hearing Room, Guam Congress Building

I. Call to Order

II. Opening Remarks/Housekeeping

III. Confirmation Hearing

- a. Appointment of Sarah Elmore-Hernandez as the Director of the Guam Bureau of Women's Affairs
- b. Appointment of Lillian Gill as a community representative on the Board of Directors for the Guam Council on the Arts and Humanities Agency

IV. Closing Remarks/Announcements

V. Adjournment



Dear Madam Chair and Members of the Committee.

Thank you for the opportunity to appear before you today, and for your consideration of my confirmation as Director of the Bureau of Women's Affairs. I am honored by Governor Leon Guerrero's confidence in me and grateful for the opportunity to continue serving the people of Guam.

Monument like this have a way of bringing you back to where you began-and for me, that begins with my family. I was raised on Guam, the oldest of five daughters, in a home built on hard work and sacrifice.

My mother came to Guam from the Philippines at a young age... leaving behind everything she knew to begin again... believing that through hard work she could build a better life here for her future family.

My father worked wherever work was available. Most nights, that meant leaning office buildings in Hagatña after hours. And as a young child, I would go with him... emptying trash bins... picking up paper clips off the floor... learning, without anyone having to say it, what it means to take responsibility for the work in front of you.

That was the home I was raised in... a home where you took care of what you **had**... where nothing was handed to you... and where education wasn't just encouraged-it was understood as the way forward.

And I carried that with me-as the first in my family to go through college, graduate studies, and ultimately back here to Guam. Because like my parents, I **believe** in what can be built here... and I believe that if you are given the opportunity to serve this community, you have a responsibility to help build it.

For the past decade, I have had the privilege of serving in all three branches of the government of Guam. I began in the Guam Legislature, working for then-Vice Speaker and Budget Chairman BJ. Cruz, who took a chance on a young staffer with more determination than actual experience. In that role, I saw firsthand how complex and demanding the work of this Body is, how carefully priorities must be weighed, and how those decisions impact the lives of so many people on Guam.

I later served as Chief of Staff to Senator Regine Biscoe Lee and to Senator Mary Amacho Torres, where I worked on legislation strengthening protections

for violation of -including safe housing, civil remedies for image-
battered abuse, and protection order for victims of stalking and sexual assault.

Most recently, I served at the Judiciary of Guam as the Director of Policy,
Planning, and Community Relations, focusing on expanding access to justice
and the public understanding of our courts.

Alongside that work, my academic research has focused on women and public
policy. My Ph.D. examined women in politics on Guam and how their
experience shape the policies they advance for families and communities. I am
approaching completion of my Juris Doctor program at Syracuse University
College of Law, where I am building on that work to better address the barriers
women and families face.

Together, these experiences inform how I approach this role and reinforce why
this Bureau matters.

The Bureau of Women's Affairs was first established by executive order in
1988 and later codified by this Legislature through Public Law 21-23. That
decision reflected a recognition that while many of the challenges facing women
are shared across our community, they are often experienced differently and
require focused attention within government.

Issues such as workplace equity, access to childcare, protection from violence,
and economic opportunity affect families across Guam. Yet the data continues
to show that women are disproportionately impacted in many of these areas.

That is the role of this Bureau.

Under the leadership of my predecessor, Jayne Flores-and through the work of
a deeply committed staff-the Bureau has expanded that role significantly.
Since 2019, more than \$3 million in federal funding has been brought to Guam,
supporting services across our community-from the Guam Police Department
to the Department of Youth Affairs, to the Guam Coalition Against Sexual
Assault and Family Violence, and many other partners.

Those resources translate directly into services for people in our community.
And the need for that work remains. Family violence continues to be one of the
most frequently charged offenses in our justice system, and Guam continues to
face some of the highest rates of sexual assault per capita.

If confirmed, my goal is to build on the foundation laid by the women before me and strengthen the Bureau's role in policy development.

In my first weeks, I have begun meeting with community partners and stakeholders to determine where policy can better support the work already being done on the ground. That work is informing the development of a legislative package focused on practical, targeted solutions-expanding economic opportunity, strengthening workplace protections for survivors, and expanding educational pathways for women and girls. At the appropriate time, I look forward to working with members of this body to continue that dialogue and refine the proposals together.

Just as important, I see the Bureau as a resource-helping provide clear, reliable information so that policy decisions reflect both data and the lived realities of our community.

It is about women and families trying to find stability... trying to move forward... and trying to build something better for themselves and for those who depend on them.

Those are the people we serve.

And I know them... because I come from them.

If confirmed, I would be honored to continue this work in partnership with the Legislature and our community... and to serve the people of Guam through the Bureau of Women's Affairs.

Thank you for your time and consideration. I would be happy to answer any questions.

March 18, 2026

Transmitted via Electronic Mail

officeofsenatorshellycalvo@guamlegislature.gov

The Honorable Shelly V. Calvo
38th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hagåtña, Guam 96910

Re: Letter of Support for Dr. Sarah Elmore-Hernandez

Dear Senator Calvo:

I offer this letter in my personal capacity to express my support for Dr. Sarah Elmore-Hernandez as Director of the Bureau of Women’s Affairs.

During my tenure as budget chairman in the Guam Legislature, Sarah served as my Director of the Committee on Appropriations and Adjudication. She later went on to serve as Chief of Staff to Senator Mary Camacho Torres before transitioning to the Judiciary of Guam as Director of Policy, Planning, and Community Relations. While Senator Torres and I did not share party affiliation, we both recognized Sarah’s exceptional talent and work ethic—traits that have earned her bipartisan respect.

As Committee Director, Sarah touched nearly 60% of all bills introduced by the Guam Legislature. Barely in her late twenties, she coordinated the progression of these policies to the legislative floor with eight other committees, the Office of Finance & Budget, and executive branch agencies.

To do this—to manage the workflow and maintain the relationships that are essential to legislative life—Sarah exudes diligence, fairness, efficiency, and good judgment in all she does. Central to her professional success has been an abiding desire to do the right thing, the right way. For this, and many other reasons, I was lucky to have her.

While these Herculean responsibilities would be enough to keep most senior staff tethered to their desk, Sarah’s true passion is public policy. From day one, Sarah understood the special power of public policy to do good in the lives of people who may never know her name. Nowhere is her commitment to public policy more evident than in matters directly affecting the rights of women and the institutional barriers they face in the pursuit of justice.

For example, after attending a Domestic Violence Conference hosted by the Pacific Judicial Council, I learned that strangulation represented an often-ignored red flag in domestic violence cases. Because victims strangled by their abusers were 800% more likely to become victims of homicide—first responders, hospital personnel, prosecutors, and the community at large needed to understand this behavior of escalation and help identify it before it became fatal. Moreover, Guam’s assault statute made no mention of strangulation—preventing the application of special charges in each of these cases.

With little direction from me or other members of my staff, Sarah researched, drafted, and messaged legislation recognizing strangulation in Guam’s criminal law and providing appropriate penalties. This measure became Public Law 33-205.

Additionally, Sarah’s commitment to public health—to the quality of life experienced by our people—is unceasing. In late 2016, recognizing that Guam had both the highest smoking rate in the country and the highest rates of death caused by cancer and cardiovascular disease, I introduced legislation to raise Guam’s legal access age to tobacco products to 21.

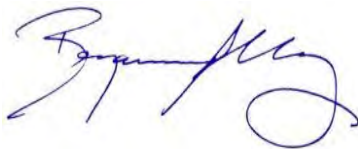
Again, Sarah’s management of the Committee process, her relentless dedication to message, and her ability to coordinate and deliver the support of allied interest groups was a cornerstone of this legislation’s success in 2017.

Sarah’s work has also been pivotal to the passage of several annual budget acts. Though this work was often contentious, technical, and exhausting, the process would have been twice as hard without her. In the inevitable back and forth between opposed branches of government, Sarah helped me to act quickly, credibly, and in detail.

For these reasons, I am certain that Sarah will serve with distinction. Though her heart is earnestly committed to public policy, I have urged her constantly to seek a career in the law. I am grateful she has finally agreed and will soon be graduating with her Juris Doctor from the Syracuse University College of Law this summer.

In short, Sarah’s dedication to the cause of others is a deep reservoir of hope needed in this community. I respectfully urge your favorable consideration of her confirmation.

Sincerely,



Benjamin J.F. Cruz

March 18, 2026

Submitted via Electronic Mail

officeofsenatorshellycalvo@guamlegislature.gov

The Honorable Shelly V. Calvo
38th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hagåtña, Guam 96910

Re: Support for Dr. Sarah Elmore-Hernandez as Director of the Bureau of Women's Affairs

Dear Senator Calvo:

I write to offer my strong support for the confirmation of Dr. Sarah G. Elmore-Hernandez as Director of the Bureau of Women's Affairs.

Sarah served as my Chief of Staff in the 35th and 36th Guam Legislature, where she oversaw my policy agenda, managed messaging, and was my senior advisor on all legislative activity. Throughout our four years together, she led my office with professionalism, competence, and integrity, resulting in us achieving consistently bipartisan social policy reform to advance the cause of vulnerable communities in Guam.

Sarah was my lead legislative staffer behind the Guam Rape Survivor Child Custody Act (Guam Public Law 35-91) which I introduced, and which later became law in June 2020. The law terminates the parent-child relationship of a parent found by "clear and convincing evidence" to have committed sexual assault resulting in the conception of the child. As a result of this legislation, Guam became eligible for an increase in federal funding through the Sexual Assault Service grant and the Services Training Officers and Prosecutors (STOP) grant. Notably, these funds are administered by the Bureau of Women's Affairs—the very agency Sarah is now being called to lead—supporting efforts to combat violence, expand direct services, and strengthen training for law enforcement.

In addition, Sarah also played a vital role in drafting other protections I introduced, such as safe housing for women seeking to leave their abuser (P.L. 35-93), civil remedies for image-based abuse in Guam (P.L. 35-67), a new class of protective orders for victims of sexual assault and stalking (P.L. 36-125-127), and the codification of consent (P.L. 36-101).

Sarah's passion for gender equity is further demonstrated by her work outside the Guam Legislature. Despite having two degrees in political science (Bachelor of Arts and Master of

Arts), Sarah also completed a PhD studying women and politics. Her dissertation, which she successfully defended last year, utilizes innovative methods for understanding the political representation of Guam's women. She will also be graduating with her Juris Doctor this summer.

Within the community, Sarah serves as Vice President of the Guam Girl Scouts organization and is passionate about instilling a sense of civic duty and political ambition in young girls. She also served as Vice President of the American Association of University Women (AAUW) - Guam Branch. Due to her work, the Executive AAUW office chose Sarah to serve on its national public policy committee in 2020. This special advisory board is comprised of only a handful of individuals selected across the United States to determine policies important to women and girls. Thanks to Sarah's presence, Guam was represented too.

Indeed, Sarah's consistent efforts toward greater inclusion underscore the plight of American territories and the needs for better representation of millions of U.S. citizens. For these reasons, I am confident she will lead the Bureau of Women's Affairs with distinction.

Given her thorough demonstration of talent, dedication, and pursuit of excellence, I respectfully urge your favorable consideration of her confirmation.

Should you have any questions, please feel free to contact me.

Senseramente,

Mary Camacho Torres



March 19, 2026

The Honorable Senator Shelly V. Calvo, 38th Guam Legislature
Chairperson, Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs,
Disability Services, the Arts, Culture, Historic Preservation, and Hagåtña Restoration
Guam Congress Building, 163 Chalan Santo Papa
Hagåtña, Guam 96910

RE: Testimony in Support of the Appointment of Dr. Sarah Elmore-Hernandez as Director
of the Bureau of Women's Affairs (BWA)

Buenas yan Håfa Adai Madam Chair and Senators of the 38th Guam Legislature,

Guåhu si Régine Biscoe Lee, President and CEO of the Guam Visitors Bureau.

Si Yu'os Ma'åse' for the opportunity to submit testimony in strong support for the
appointment of Dr. Sarah Elmore-Hernandez as the next Director of the Bureau of Women's
Affairs.

I have had the privilege of working with Dr. Elmore-Hernandez for years during my time as a
Senator in the 34th and 35th Guam Legislatures. She is a thoughtful leader, a disciplined
policy professional, and someone deeply committed to advancing opportunities and
protections for women and families in our island community. Her career reflects a consistent
dedication to public service, thoughtful governance, and meaningful engagement with the
people of Guam.

Dr. Elmore-Hernandez is currently serving in an acting capacity as Director of the Bureau of
Women's Affairs, where she has already demonstrated the leadership, professionalism, and
commitment necessary to guide the agency's important work. In this role, she has continued
to engage stakeholders, strengthen community partnerships, and ensure that the Bureau
remains focused on advancing policies and programs that support women and families across
Guam.

Prior to stepping into this role, Dr. Elmore-Hernandez served as Director of Policy, Planning,
and Community Relations for the Judiciary of Guam, where she helped develop public policy
initiatives, advised leadership on legislative matters, and coordinated outreach and
communications efforts with government agencies and community partners. Her work in this
position required both strategic thinking and the ability to build consensus across institutions,
skills that are essential for leading an agency such as the Bureau of Women's Affairs.



Dr. Elmore-Hernandez also brings extensive legislative experience. She served as Chief of Staff to Senator Mary Camacho Torres, as well as Chief of Staff in my legislative office during the 34th Guam Legislature. In these roles, she managed policy and communications strategies, drafted legislation and public statements, and served as a key liaison between government offices and the community. Her experience navigating Guam's legislative process gives her a deep understanding of how policy can be translated into meaningful action.

Dr. Elmore-Hernandez also holds a Doctor of Philosophy in Gender and Politics and is also pursuing a Juris Doctor at Syracuse University College of Law. Her research focuses on the political experiences of women in Guam, demonstrating a longstanding commitment to understanding and elevating women's leadership and participation in public life.

Beyond her professional work, Dr. Elmore-Hernandez has been actively involved in organizations dedicated to empowering our *famalao'an* and our *manhoben*, including the American Association of University Women and the Girl Scouts of Guam. Through these efforts, she has helped mentor future leaders and strengthen networks that support women's advancement.


The Bureau of Women's Affairs plays a critical role in advocating for policies and programs that promote equity, opportunity, and safety for women in Guam. This mission requires a leader who combines policy expertise, community engagement, and a genuine commitment to service. Dr. Sarah Elmore-Hernandez embodies these qualities.

Having already demonstrated capable leadership while serving as Acting Director, I am confident that Dr. Elmore-Hernandez will continue to strengthen the Bureau's work and advance initiatives that uplift women and families throughout Guam.

For these reasons, I respectfully urge the Committee to support the appointment of Dr. Sarah Elmore-Hernandez as Director of the Bureau of Women's Affairs.

Si Yu'os Ma'åse' for the opportunity to provide testimony, and please do not hesitate to contact me should you have any questions.

Sins eru yan Minagåhet,


Régine Biscoe Lee
President and CEO, Guam Visitors Bureau

March 18, 2026

Senator Shelly Vargas Calvo
Chairperson, Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs,
Disability Services, the Arts, Culture, Historic Preservation, and Hagåtña Restoration
Guam Congress Building
163 Chalan Santo Papa
Hagåtña, Guam 96910
Via email: officeofsenatorshellycalvo@guamlegislature.gov

Hafa Adai Senator Calvo and Committee Members,

I fully and enthusiastically support the confirmation of Sarah Elmore-Hernandez, Ph.D. and soon-to-be Juris Doctor, as the new director of the Bureau of Women's Affairs.

I served as BWA director for seven years under the administration of Governor Lou Leon Guerrero and Lt. Gov. Josh Tenorio. My challenge as director was to rebuild a bureau that had gone dormant under the previous administration, even as women and girls on our island faced growing challenges with regard to issues of domestic violence, sexual assault, period poverty, high maternal and infant mortality rates, and more.

Thanks to many of you, today, the Bureau of Women's Affairs has a stable budget, one locally funded classified employee, and three project coordinators funded through our federal U.S. Department of Justice Office of Violence Against Women grants.

The BWA brings in over \$1 million in OVW formula grants each year, and is currently administering nearly \$2 million in OVW discretionary grants obtained over the last several years. Locally, the BWA has authored or assisted with legislation to help uplift local women-owned companies, end period poverty, assist rape victims with HIV testing of perpetrators, prevent convicted perpetrators from claiming custody over a child conceived by rape, and much more. The BWA has programs to empower women who need a high school diploma and empower pregnant women through a local birthworkers program. None of these programs is being addressed by any other government agency or nonprofit organization.

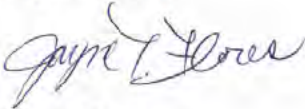
I can think of no better person to continue this work, and expand BWA programs to help women, girls, and other marginalized members of our community, than Dr. Hernandez. Her Doctor of Philosophy in Gender and Politics will enable the BWA to produce more legislation to help the marginalized people of our island meet the challenges they face. Her experience as a chief of staff for two senators, as a legislative committee director, and as a policy analyst speaks to her advanced knowledge of the legislative process and importantly, how to craft successful and impactful legislation. Her experience as director of Policy, Planning, and Community Relations for the Judiciary of Guam speaks to her knowledge of the judicial process as well. This aspect of her extensive resume will be very helpful to BWA as it works with the Judiciary to implement federal grants to help victims of domestic and dating violence, sexual assault, stalking, and human trafficking to navigate our court system.

Dr. Elmore-Hernandez is respected in our local community as well as on a national level with regard to her membership in several local and national organizations. I am excited for her to take the helm as BWA director, as I know she will take the bureau to new heights and implement programs that help not only women and girls, but also help our entire community to thrive.

Opportunity International notes that “when women are empowered, everyone benefits.”

Dr. Sarah Elmore-Hernandez is the embodiment of this concept. Again, I fully support her nomination as director of the Bureau of Women’s Affairs, and I encourage her swift and unanimous confirmation by the members of the 38th Guam Legislature.

Very sincerely,



Jayne Flores
Retired BWA Director





Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Support for appointment of Dr. Sarah Elmore-Hernandez as Director of the Bureau of Women's Affairs

Elaine Drew <emdrew@alaska.edu>
To: officeofsenatorshellycalvo@guamlegislature.gov

Tue, Mar 17, 2026 at 10:44 AM

March 16, 2026

Submitted via Electronic Mail
officeofsenatorshellycalvo@guamlegislature.gov

The Honorable Shelly V. Calvo
38th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hagåtña, Guam 96910

Dear Senator Calvo:

I am pleased to offer my strong support for the appointment of Dr. Sarah Elmore-Hernandez as Director of the Bureau of Women's Affairs. I had the privilege of chairing Sarah's doctoral committee at the University of Alaska Fairbanks, and through that role I came to know her as an exceptionally thoughtful, capable, and deeply committed scholar and leader.

Her doctoral research focused on the experiences of women lawmakers in Guam and reflected a sustained commitment to women's leadership, public service, and representation in her home community. She brings intelligence, integrity, sound judgment, and a deep sense of responsibility to her work, along with a clear commitment to serving the people of Guam.

I have every confidence that Dr. Elmore-Hernandez will lead with professionalism, care, and a strong sense of purpose, and that she will serve the Bureau and the broader community with distinction.

Sincerely,

Elaine Drew, PhD
Interim Associate Dean, College of Liberal Arts
Associate Professor, Department of Anthropology
University of Alaska Fairbanks — Troth Yeddha' Campus

Email: emdrew@alaska.edu
Phone: (907) 474-1988
Website

With deep respect and gratitude for the Dena people of the Lower Tanana River, whose homelands sustain my life and work.





March 18, 2026

To: The Honorable Shelly V. Calvo
38th Guam Legislature
Guam Congress Building
163 Chalan Santo Papa
Hagåtña, Guam 96910

Fr: James Ji, Jr., PhD, DBA
Associate Professor of Management
School of Business and Public Administration
University of Guam

Subject: Letter of Support for the Confirmation of Dr. Sarah Elmore-Hernandez as Director of Bureau of Women's Affairs

Dear Honorable Shelly Calvo,

I write this letter of support in full commendation of Dr. Sarah Elmore-Hernandez to be confirmed as the next Director of the Bureau of Women's Affairs (BWA). I have known Sarah for close to a decade and consider her a friend and advisor due to her sound judgment, rational decision-making, and vast knowledge in several areas, including a strong commitment to the betterment of the island and its people. It is these same qualities, which I feel, make her an effective and sound leader, and capable and effective as the Director for BWA.

In addition, both her work and educational experience have reflected a desire to serve the island of Guam and to improve herself, with the knowledge and credentials to be ready to lead. She has held several key positions under prominent leaders and agencies, during which she should have gained familiarity with and insight into what impactful leadership embodies. Her degrees in gender and politics (PhD), political science (master's and bachelor's), and a juris doctorate (in progress) have illustrated a yearning to become a more informed individual. Her work has been to support the people of Guam, and thus, I can say with utmost confidence that no one is better suited for the role. With this, I humbly ask that you confirm Dr. Sarah Elmore-Hernandez as the next Director of the Bureau of Women's Affairs. I am confident it is a decision you will not regret. Thank you for your time.

Respectfully,

James Ji, Jr., PhD, DBA

To Whom It May Concern,

My name is Orleen Therese C. Villasoto. I previously served as the Office Manager for then Vice Speaker and Speaker Benjamin J.F. Cruz in the Guam Legislature, and I currently serve as a Social Worker II with Child Protective Services, detailed as the House Manager of I Guma Mina'åse' Shelter. Through both my legislative and social service work, I have had the opportunity to work alongside many dedicated public servants. It is with sincere respect and confidence that I offer my strong support for the nomination of Sarah G. Elmore-Hernandez.

I have known Sarah for more than ten years, beginning when she first came to work for Vice Speaker Benjamin J.F. Cruz as a Policy Analyst. Over the years, our professional relationship grew into a genuine friendship. Through that time, I have come to trust her wholeheartedly, both as a professional and as a person. From the very beginning, it was clear that she approached public service with thoughtfulness, discipline, and a sincere commitment to the people of Guam.

Throughout the years that I have known her, I have watched Sarah grow professionally while remaining grounded in the same integrity, work ethic, and dedication that first stood out to me. Her career reflects not only strong academic and professional achievements, but also a consistent desire to serve the community in meaningful ways.

Sarah has held several important roles within the Guam Legislature, including serving as Chief of Staff and Committee Director, where she helped guide policy discussions, supported lawmakers, and worked on legislation affecting our island community. More recently, she served as Director of Policy, Planning, and Community Relations for the Judiciary of Guam, where she helped strengthen collaboration between the courts, government agencies, and the broader community.

Her appointment by the Governor to serve as Acting Director of the Guam Bureau of Women's Affairs already reflects the level of trust that leaders have placed in her abilities and judgment. Having known Sarah for many years, I can confidently say that this trust is well deserved. As she now comes before the Legislature for confirmation, I believe her record of service clearly shows that she is well prepared for this responsibility.

In her current role leading the Bureau, Sarah continues to demonstrate the same thoughtful and principled leadership that has defined her career. Her work recognizes that public service is not only about policy decisions, but about whether those decisions truly make a difference in people's lives. Under her leadership, the Bureau continues to support efforts addressing domestic violence, sexual assault, and human trafficking, while also promoting education, advocacy, and support services that uplift women and families across Guam.

From my perspective as a social worker working closely with vulnerable families and survivors of violence, I see every day how important these efforts are. The work that Sarah helps lead does not remain on paper — it directly impacts individuals and families who need support, protection, and hope. That kind of work requires not only knowledge and experience, but also compassion, responsibility, and a deep sense of duty to our community.

Beyond her professional accomplishments, Sarah leads with humility, integrity, and genuine respect for others. She listens carefully, values collaboration, and approaches challenges with a desire to find solutions that will benefit the people of Guam. These qualities, combined with her experience and dedication, make her exceptionally well-suited to continue serving in this role.

I truly believe that Sarah will continue to do meaningful and lasting good for our island. Guam deserves leaders who are thoughtful, principled, and committed to improving the lives of our people, and Sarah embodies those qualities.

For these reasons, I offer my wholehearted support for the confirmation of Sarah G. Elmore-Hernandez. I am confident that she will continue to serve our island with the same dedication, professionalism, and integrity that I have seen throughout the many years I have known her.

Thank you for your time and consideration.

Respectfully,
Orleen Therese C. Villasoto
Social Worker



March 17, 2026

To: Honorable Shelly V. Calvo, Chairperson, Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Hagåtña Restoration-38th Guam Legislature

From: Edison Manaloto, MPA, MD, CPA, CGFM, CHFP, SHRM-SCP, SPHRi

Subject: Letter of Support for Sarah Elmore- Hernandez, PhD as the Director of Guam Bureau of Women's Affairs

Hafa adai Senator Calvo,

It is my distinct honor and privilege to support Dr. Sarah G. Elmore-Hernandez's nomination as the Director of Guam's Bureau of Women's Affairs. I have known Sarah for the past 10-years as an exceptional policy leader, scholar, and strategic communicator whose career has been defined by a deep commitment to advancing equitable systems, strengthening institutions, and improving outcomes for women and communities.

Sarah brings a rare and highly valuable interdisciplinary background that uniquely positions her for executive leadership in women's affairs. Her doctoral training in Gender and Politics, combined with her ongoing Juris Doctor studies at Syracuse University College of Law, reflects both intellectual rigor and a clear dedication to shaping policy environments that influence health, justice, and social wellbeing. Her dissertation exploring the political lives of women legislators in Guam demonstrates not only scholarly excellence but also a profound understanding of the structural and cultural determinants that affect women's participation, representation, and ultimately their health outcomes.

Professionally, Sarah has consistently operated at the highest levels of public service leadership. As Director of Policy, Planning, and Community Relations for the Judiciary of Guam, she has successfully led complex policy initiatives, strengthened legislative engagement, and advanced public communication strategies that enhance institutional effectiveness and community trust. Her tenure as Chief of Staff in the Guam Legislature further highlights her strategic acumen—managing legislative priorities, drafting impactful policies, and serving as a trusted adviser on matters affecting the wellbeing of Guam's residents. These experiences demonstrate her ability to navigate multifaceted stakeholder environments, steward resources responsibly, and translate policy vision into measurable organizational impact.

Beyond operational excellence, Sarah is widely respected for her collaborative leadership style, integrity, and commitment to public service. Her national leadership roles with the American Association of University Women and the National Conference of State



Legislatures underscore her capacity to influence policy discourse at both local and national levels. She possesses the vision required to integrate clinical priorities, population health considerations, community engagement, and advocacy into a comprehensive women's health strategy. Her work consistently reflects an understanding that advancing women's health requires coordinated efforts across policy, education, access, and system design.

Sarah's recognition as one of Guam's "50 under 40 Emerging Leaders" and her academic honors further affirm her exceptional promise as a transformative leader. She combines analytical strength with empathy, strategic thinking with execution discipline, and advocacy with measurable results. These qualities are essential for a Director of Women's Affairs tasked with driving innovation, improving health equity, and strengthening programs that support women across the life course.

I am confident that Dr. Sarah G. Elmore-Hernandez will bring visionary leadership, policy sophistication, and unwavering dedication to the Guam Bureau of Women's Affairs. She will be an invaluable asset and serve as a shining example when passion, purpose, and excellence collide.

If you have any questions or concerns, please feel free to email me at edison.manaloto@grmc.gu or call me at 671-688-7679.

Sincerely,

Edison Manaloto, MPA, M.D.
Certified Public Accountant
Certified Government Financial Manager
Certified Healthcare Financial Professional
SHRM-Senior Certified Professional
Senior Professional in Human Resources-International
Chief Medical Officer, Guam Regional Medical City
Associate Medical Director, TakeCare Insurance
Adjunct Faculty-School of Business and Public Administration

March 19, 2026

Transmitted via email: officeofsenatorshellycalvo@guamlegislature.gov

Senator Shelly V. Calvo

38th Guam Legislature
163 Chalan Santo Papa
Hagåtña, Guam 96910

Subject: Letter of Support re the Appointment of Sarah Elmore-Hernandez to serve as Director of Bureau of Women's Affairs

Håfa Adai, Senator Calvo:

My name is M. Dianne Gudmalin, and I am writing in my personal capacity to recommend Sarah G. Elmore-Hernandez for the position of Director of the Bureau of Women's Affairs. Although I no longer work directly with Sarah, the three years we spent working closely together provided me with a clear and consistent understanding of her professionalism, analytical skill, and sound judgment. As a Certified Public Accountant, I place a high value on integrity, transparency, and accountability—qualities she demonstrated reliably throughout our time as colleagues.

Sarah brings a strong and relevant background in policy development and implementation. She is able to assess complex issues, identify practical solutions, and execute initiatives with discipline and structure. Her approach is measured, data-driven, and aligned with the operational rigor expected of government leadership.

She has a firm understanding of the responsibilities associated with public service, including the need to balance stakeholder interests, maintain objectivity, and ensure that policy decisions are both purposeful and grounded in the realities of our island community. She communicates clearly, prepares thoroughly, and engages professionally with all parties involved.

The work of the Bureau of Women's Affairs requires a leader who is capable, diligent, and committed to achieving meaningful outcomes. Based on my direct experience working with Sarah over several years, I am confident she meets these requirements and will contribute effectively to the Bureau's mission.

Thank you for your time and consideration.


M. Dianne Gudmalin

LESLIE TRAVIS

March 18, 2026

SENATOR SHELLY CALVO

*Chair, Committee on Child Welfare, Youth Affairs,
Senior Citizens, Women's Affairs, Disability Services,
the Arts, Culture, Historic Preservation,
and Hagåtña Restoration*

**Re: Testimony in Support of the Confirmation of Sarah G. Elmore-Hernandez as Director,
Bureau of Women's Affairs**

Honorable Chairperson and Members of the Committee:

I write in strong support of the confirmation of Sarah G. Elmore-Hernandez as Director of the Bureau of Women's Affairs.

The Bureau plays a critical role in our government. Its statutory responsibilities include formulating policies to eliminate gender discrimination, studying issues affecting women, recommending legislation, and advising both the Governor and the Legislature on matters of equity and access. These are not abstract duties. They require sound judgment, steady leadership, and the ability to translate complex issues into practical, actionable policy.

Those responsibilities are especially important in Guam today. Issues such as family violence, gaps in access to healthcare, economic pressures on working families, and barriers to opportunity continue to affect women across our community. Addressing these challenges requires thoughtful, measured leadership capable of working across agencies and sectors.

Sarah is that leader.

She brings significant experience in public policy and government operations, including her service as Chief of Staff to Senator Mary Camacho Torres, where she helped advance legislative efforts focused on women and children. In that role, she demonstrated a strong ability to manage complex issues, advise on policy, and move initiatives forward in a disciplined and effective way.

She is also measured in her approach and deliberate in her decision-making. Sarah does not seek attention or take extreme positions. She listens, evaluates, and acts with professionalism. That temperament is essential for a role that must engage diverse perspectives while maintaining credibility and trust.

In addition, Sarah's academic work in gender and politics reflects a sustained and serious commitment to understanding the issues the Bureau is tasked with addressing. She combines that subject-matter knowledge with real-world experience in policy development and public service.

Above all, Sarah wants to serve. She brings both capability and a genuine commitment to the Bureau's mission.

The work of the Bureau of Women's Affairs requires leadership that is steady, thoughtful, and grounded in both policy and practice. Sarah G. Elmore-Hernandez meets that standard.

For these reasons, I respectfully urge the Committee to confirm her as Director.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Leslie Travis', with a stylized, cursive script.

Leslie Travis

Transmitted via email: officeofsenatorshellycalvo@guamlegislature.gov

March 19, 2026

Senator Shelly V. Calvo
38th Guam Legislature
163 Chalan Santo Papa
Hagåtña, Guam 96910

Subject: Letter of Support re the Appointment of Sarah Elmore-Hernandez to serve as Director of Bureau of Women's Affairs

Hafa Adai Senator Calvo:

I am writing to express my strong support for the nomination of Sarah Elmore-Hernandez as Director of the Guam Bureau of Women's Affairs.

I have had the opportunity to observe Sarah's work and approach to public service, and I can say with confidence that she brings the kind of leadership this role requires. She is not only knowledgeable and experienced in policy, but also practical and solutions-oriented—someone who understands how to move ideas into action.

Sarah has built her career around public service, including her work with the Judiciary of Guam and her experience supporting legislative offices. Through these roles, she has developed a strong understanding of how government functions, how policy is shaped, and how to work across agencies and stakeholders to get things done. She is thoughtful in her approach and intentional in her work, which makes her particularly effective in complex environments.

The Bureau of Women's Affairs plays a vital role in our community. Its work touches on issues that directly affect the well-being of women and families. This is not easy work, and it requires a leader who can balance advocacy with coordination, and vision with implementation.

Sarah is well-equipped to meet that challenge. She understands that the Bureau's work is not done in isolation, and that meaningful progress requires strong partnerships, careful listening, and consistent follow-through. She also brings a level of professionalism and integrity that will serve the Bureau well.

Beyond her qualifications, Sarah is someone who genuinely cares about the community she serves. She approaches her work with a sense of responsibility and purpose, and that shows in how she engages with others and carries out her duties.

For these reasons, I am confident that Sarah Elmore-Hernandez will serve with dedication and make a positive impact as Director of the Guam Bureau of Women's Affairs.



SUZANE SANTIAGO-HINKLE

March 16, 2026

The Honorable Shelly V. Calvo
Chairperson

Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services,
the Arts, Culture, Historic Preservation & Hagåtña Restoration
Guam Congress Building
163 Chalan Santo Papa
Hagåtña, Guam 96910

**SUBJECT: Written Testimony in Support of the Appointment of Sarah G. Elmore-Hernandez,
Director, Bureau of Women's Affairs**

Buenas yan Håfa Adai Madam Chair and Members of the Committee:

I have had the opportunity to work with Sarah Elmore-Hernandez for many years, and during that time I have come to know her as someone who brings strong judgment and a genuine sense of responsibility to her work in public service.

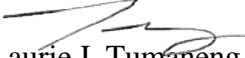
Sarah is an exceptional writer with sound policy judgment. I have seen her take on complex issues and work through them in a way that is both careful and practical. She is able to sort through the details, understand the broader context, and communicate her thinking in a way that is clear and useful to the people who need to make decisions. Her work has a way of bringing clarity to issues that are often difficult to navigate.

What stands out most to me about Sarah is how seriously she takes the impact of her work. She never loses sight of the fact that policy decisions affect real people in our community—that the work of government ultimately reaches far beyond the policy documents themselves. That perspective shapes how she approaches her work day to day. She holds herself to a high standard and is thoughtful about both the decisions being made and the work that supports them.

Sarah is also someone whose dedication to public service is clear to anyone who has worked with her. When she believes in something, she commits herself fully to doing the work necessary to move it forward. She stays with difficult issues, asks thoughtful questions, and takes the time needed to get things right. That level of focus is something I've seen firsthand—sometimes to the point where she needs a reminder to step away for a moment or drink some water. Over the years, it has been clear to me that her work is driven by a genuine commitment to the community she serves. Our island is better because of it.

Sarah brings integrity, careful judgment, and a strong sense of responsibility to her work. Those qualities would serve the Bureau of Women's Affairs—and our community—well.

si Yu'os ma'åse',


Laurie I. Tumaneng

LOURDES A. LEON GUERRERO
Governor of Guam
I Maga'Haga Guahan

JOSHUA F. TENORIO
Lt. Governor of Guam
I Segundo Na Maga'Lahen Guahan



CHRISTINA D. GARCIA
Chief Executive Officer/Administrator
Ufisiáit Atmenestráadoran Eksekutibon Akhádi

CARLOS P. BORDALLO
Deputy Administrator
Sigundo Atmenestrádot

March 19, 2026

Senator Shelly Calvo
Chairwoman

Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services,
the Arts, Culture, Historic Preservation, and Hagatãña Restoration

163 Chalan Santo Papa

Hagatãña, Guam 96910

RE: Testimony in Support of the Nomination of Sarah G. Elmore-Hernandez, Director, Bureau of
Women's Affairs

Hafa Adai Senator Calvo!

It is my pleasure to write this letter of support for the nomination of Dr. Sarah G. Elmore-Hernandez, to serve as the next Director of the Guam Bureau of Women's Affairs. My name is Christina "Tina" Garcia and I am currently the CEO / Administrator at the Guam Economic Development Authority aka GEDA. Since I first met and started working with Dr. Elmore-Hernandez back in 2015 in her various legislative roles, I have always enjoyed her professional and friendly approach to working with me in my role as a GEDA Public Finance analyst and eventually as the Public Finance Manager. When she moved to the Judiciary Branch, we did not have direct interaction, but I did see her rise in the ranks there as she represented the Courts at various professional and social events. I was most impressed that with all her work responsibilities, she continued her education journey including securing her Doctorate Degree and her Juris Doctors. Proof that she is very focused and driven. I believe that Dr. Elmore-Hernandez will also be a great Director at the Bureau of Women's Affairs as I expect she will embrace the mandates of the Bureau, especially in formulating policies, securing public support of program and working with all stakeholders. She will use her work experience to develop policies for the protection of women and for the elimination of gender biases and discrimination. I believe she has the passion and drive to continue the good work of her predecessor, especially with her experience in the Legislative and Judicial Branch. I also look forward to supporting and coordinating the Bureau's efforts that align with the mandates of GEDA in developing a sound and sustainable economy by the development of programs that preserve and promote local culture, economic opportunities and quality of life. I appreciate Sarah's humble and respectful personality, always friendly and always willing to assist others in

achieving goals and objectives. I am privileged to call her my friend and colleague and humbly request your swift approval of her nominations as the Director of the Bureau of Women's Affairs.

Senseremente,



Christina D. Garcia

GEDA CEO / Administrator



March 19, 2026

Via Email

officeofsenatorshellycalvo@guamlegislature.gov

The Honorable Shelly V. Calvo

Chairwoman, Committee on Women's Affairs

I Mina'trentai Ocho na Liheslaturan Guåhan

Guam Congress Building

163 Chalan Santo Papa

Hagåtña, Guam 96910

Re: Support for the Nomination of Sarah G. Elmore-Hernandez, Director, BWA

Håfa Adai Chairwoman Calvo and Members of the Committee on Women's Affairs:

I write in enthusiastic support of Sarah G. Elmore-Hernandez' nomination to serve as Director of the Bureau of Women's Affairs. I have known Sarah for about a decade and over all our interactions — across different institutions, different contexts, and different years — she has left me with the same impression: she is someone who leads with integrity, thinks with clarity, and acts with genuine purpose.

To understand why this nomination matters, it may help to understand where the Bureau stands within the broader fabric of our community.

In CHamoru society, and across the Pacific more broadly, women have never been peripheral figures. They have been the center of gravity — the keepers of family, culture, and continuity. The concept of the CHamoru matriarch is not a romanticized abstraction; it is a lived reality passed down through generations, embedded in land rights, family structure, and community decision-making. Pacific Island women have long carried the weight of our communities while simultaneously being denied the institutional recognition and legal protections our contributions deserve. The Bureau of Women's Affairs was established, in part, to begin closing that gap — to give governmental form and force to what Pacific communities have always known: that the strength of a society rests, in no small measure, on how well it protects and empowers its women.

Protect *your* life. *your* legacy. *your* loved ones.

The Bureau was established in 1991, when the 21st Guam Legislature passed Public Law 21-23, making it the island's first government entity specifically mandated to address gender discrimination and women's policy issues. It was born into a consequential moment. The preceding decades had seen women enter the workforce in unprecedented numbers, win hard-fought legislative protections, and begin to claim seats at tables that had long excluded them. Yet 1991 was also the year Anita Hill sat before the United States Senate and told of her experience of being sexually harassed by Supreme Court nominee Clarence Thomas, then watched much of the world struggle to believe her; as we know, he went on to be confirmed. The Bureau was born, in other words, into a world that understood the necessity of advocacy for women while simultaneously demonstrating how much further that advocacy had to go.

The thirty-plus years since have brought remarkable change. Women have ascended to the highest offices in government, medicine, law, and business. Legal frameworks protecting against workplace discrimination and sexual violence have been strengthened. Cultural conversations once confined to whispered exchanges among trusted friends have moved, sometimes painfully, into the public square. The #MeToo movement, which emerged with full force in 2017, fundamentally altered the landscape — not by introducing new grievances, but by giving voice, scale, and credibility to experiences that women had long endured in silence. It emboldened survivors to come forward, forced institutions to reckon with cultures of complicity, and reminded the world that discrimination and sexual violence are not anomalies but systemic failures that demand systemic responses.

And yet, progress is not the same as completion. In 2018, 27 years after Anita Hill, Dr. Christine Blasey Ford sat before the same Senate Committee, and told of her experience being sexually assaulted by Supreme Court nominee Brett Kavanaugh; as we know, he, too, went on to be confirmed. In Guam, as Sarah herself has noted publicly, our community continues to experience one of the highest rates of sexual assault and domestic violence in the United States. The protection of women from violence and the elimination of gender discrimination are not parallel tracks — they are the same fight, and the Bureau exists to wage it.

The statutory mandate of the Bureau has not changed since 1991. Under 5 GCA § 1803, the Director must formulate policies to eliminate gender discrimination across both the public and private sectors; study and recommend action on issues of particular concern to women; review and propose legislation to *I Liheslatura* to address gender inequities in current law; and monitor and advise *I Maga'hågal/Maga'låhi* and *I Liheslatura* on discrimination-related matters. These are not ceremonial duties; they are legal obligations. And fulfilling them requires a director who brings the full weight of policy knowledge, legal literacy, institutional experience, and political acumen to the role — every single day. Sarah is precisely that person.

Since stepping in as acting director, Sarah has demonstrated the kind of leadership this position demands. She offers a clear-eyed and candid accounting of the Bureau's work — its reach, its constraints, and its significance. She acknowledges their small team doing consequential work largely outside the public eye: securing nearly \$3 million in federal funds since 2019 to address domestic violence, sexual assault, stalking, and human trafficking; funding court navigators who help survivors navigate the protective order process; supporting public education campaigns on consent and sexual assault prevention; and providing returning adult women a pathway to complete their education through programs like *I Ninametgot Famalão'an*. She understands the Bureau's mandate in full — not merely as a platform for outreach, but as the island's primary institutional instrument for gender equity policy, legislative review, and systemic advocacy. That is a governing philosophy, and it is the right one.

Some have raised legitimate concerns about whether the Bureau has drifted from its statutory purpose. The concern is fair. The response to that concern is not to abolish or diminish the Bureau — it is to confirm a director who is unambiguously equipped to restore it to the role the law intended. Sarah is that director.

Her seven years of service across three legislative offices — spanning party lines — speaks volumes. It reflects intellectual agility, political sensibility, and the rare ability to find common ground without compromising principle. The fact that she earned the trust of members with differing ideological commitments is not incidental; it is a testament to her character and her skill as a collaborator. The Bureau Director must work across the executive and legislative branches, with the private sector, and with community stakeholders. Sarah has spent the better part of a decade doing exactly that.

Her subsequent role as the Judiciary of Guam's Director of Planning, Policy, and Community Relations added another critical dimension. Translating the work of an institution as complex as the courts for a general public audience demands precision, empathy, and sound judgment about what matters and why. Through her service with the American Association of University Women and the National Conference of State Legislatures, Sarah has also demonstrated national-level engagement and leadership. These are the same qualities the Bureau's Director will need when advising *I Maga'hågal/Maga'låhi* and *I Liheslatura* on discrimination-related legislation and when attending or selecting representatives to attend national forums on gender policy, as provided under § 1803(e).

Academically, Sarah's preparation is exceptional. A Bachelor's and Master's in Political Science, a doctorate in Gender and Politics, and a Juris Doctor currently in progress — this is not a collection of degrees for its own sake. It is a coherent intellectual trajectory aimed squarely at the intersection of governance, gender equity, and law. Her doctoral specialization in Gender and Politics is in direct alignment with the Bureau's core statutory mission. Her legal training will prove invaluable as the Bureau reviews existing law for gender inequities and recommends corrective legislation to *I Liheslatura*. I am not aware of another candidate whose academic preparation maps so precisely onto what this moment requires.

We are at a time in history when women across the world — and here on our island — are demanding, with clarity and courage, that institutions meet them with the seriousness their experiences deserve. The Bureau of Women’s Affairs exists precisely to ensure that Guam’s government is up to that challenge. In the tradition of our island, where women have always been the foundation upon which families and communities are built, this institution carries a responsibility that extends well beyond policy — it carries a promise.

Guam’s women and families deserve a Bureau Director who brings both the preparation and the character to fulfill this office at its full potential. I am confident that Sarah will do so with distinction.

Dangkulo na Si Yu’os ma’åse’ for the opportunity to provide this testimony.

Senseramente,



Stephanie E. (Muña) Mendiola, Esq.

Office of Senator
SHELLY V. CALVO

MAJORITY WHIP & CHAIRPERSON

Child Welfare, Youth Affairs, Senior Citizens,
 Women's Affairs, Disability Services, the Arts, Culture,
 Historic Preservation & Hagåtña Restoration



I Mina'trentai Ocho Na Liheslaturan Guåhan
THE 38TH GUAM LEGISLATURE

Guam Congress Building
 163 Chalan Santo Papa, Hagåtña, Guam 96910
 officeofsenatorshellycalvo@guamlegislature.gov
 (671) 989-5682/3

COMMITTEE VOTING SHEET

Nomination of Sarah Elmore-Hernandez to serve as the Director of the Guam Bureau of Women's Affairs.

COMMITTEE MEMBERS	SIGNATURE	TO DO CONFIRM	TO NOT CONFIRM	TO REPORT OUT ONLY	TO ABSTAIN	TO PLACE IN INACTIVE FILE
CALVO, SHELLY V. Chairperson		✓				
ADA, V. ANTHONY Vice-Chairperson	E-Vote 3/20/2026	✓				
BLAS, Jr., FRANK F. Speaker and Member	E-Vote 3/20/2026	✓				
MATANANE, SABRINA SALAS Legislative Secretary and Member	E-Vote 3/20/2026	✓				
DUEÑAS, CHRISTOPHER M. Member	E-Vote 3/20/2026	✓				
LUJAN, JESSE A. Member	E-Vote 3/20/2026	✓				
TAITAGUE, TELO T. Member	E-Vote 3/20/2026	✓				
BARNETT, CHRIS Member						
SAN AGUSTIN, JOE S. Member						
PEREZ, SABINA F. Member						
TERLAJE, THERESE M. Member						
BARNES, TINA ROSE MUÑA Member	E-Vote 3/20/2026	✓				
PARKINSON, WILLIAM A. Member	E-Vote 3/20/2026	✓				



Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

[RESCIND AND REPLACE] URGENT REQUEST FOR E-VOTE - COMMITTEE REPORT on the Appointment of Sarah Elmore-Hernandez

10 messages

Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Fri, Mar 20, 2026 at 2:01 PM

To: "Speaker Frank F. Blas Jr." <speakerblas@guamlegislature.gov>, "Vice Speaker V. Anthony Ada" <vicespeakertonyada@guamlegislature.gov>, Senator Tina Rose Muña-Barnes <senator.munabarnes@guamlegislature.gov>, Senator William Parkinson <senator.parkinson@guamlegislature.gov>, Office of Senator Vince Borja <office.senatorborja@guamlegislature.gov>, Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>, Senator Telo Taitague <senatortelot@gmail.com>, Senator Jesse Lujan <senator.lujan@guamlegislature.gov>, Senator Chris Duenas <senator.duenas@guamlegislature.gov>

Håfa Adai Committee Members,

Pardon the error in EVOTE options. Note that the options are amended from PASS to CONFIRM. Please see the attached Committee Report on the appointment of **Sarah Elmore-Hernandez** to serve as the **Director of the Guam Bureau of Women's Affairs**, which was referred to the **Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration.**

Please indicate your preferred action, based on the following options:

_____ TO DO CONFIRM;

_____ TO NOT CONFIRM;

_____ TO REPORT OUT ONLY;

_____ TO ABSTAIN;

_____ TO PLACE IN INACTIVE FILE.

Please submit your response **ASAP**. Your responses will be logged into the Committee Vote Sheet for the appointment of **Sarah Elmore-Hernandez** to serve as the **Director of the Guam Bureau of Women's Affairs**. Should you have any questions, please do not hesitate to contact our office.

Respectfully,



Office of the People | Senator Shelly V. Calvo

Majority Whip & Chairwoman


Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration

38th Guam Legislature

163 Chalan Santo Papa, Hagåtña, Guam 96910

T +1 (671) 989-5682

E officeofsenatorshellycalvo@guamlegislature.gov

 **SVC Cmte Report Appointment of Sarah Elmore - Hernandez.pdf**
11585K

Senator Jesse Lujan <senator.lujan@guamlegislature.gov>

Fri, Mar 20, 2026 at 2:02 PM

To: Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Cc: "Speaker Frank F. Blas Jr." <speakerblas@guamlegislature.gov>, "Vice Speaker V. Anthony Ada"

<vicespeakertonyada@guamlegislature.gov>, Senator Tina Rose Muña-Barnes

<senator.munabarnes@guamlegislature.gov>, Senator William Parkinson <senator.parkinson@guamlegislature.gov>, Office

of Senator Vince Borja <office.senatorborja@guamlegislature.gov>, Sabrina Salas Matanane

<office.senatorbri@guamlegislature.gov>, Senator Telo Taitague <senortelot@gmail.com>, Senator Chris Duenas

<senator.duenas@guamlegislature.gov>

To do confirm.

[Quoted text hidden]

--



Office of Majority Leader Jesse A. Lujan

Chairman, Committee on Transportation, Tourism, Customs, Utilities and Federal & Foreign Affairs

259 Martyr St., Hagatna, Guam 96910

senator.lujan@guamlegislature.gov

(671) 969-6525

Senator William Parkinson <senator.parkinson@guamlegislature.gov>

Fri, Mar 20, 2026 at 2:03 PM

To: Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Cc: "Speaker Frank F. Blas Jr." <speakerblas@guamlegislature.gov>, "Vice Speaker V. Anthony Ada"

<vicespeakertonyada@guamlegislature.gov>, Senator Tina Rose Muña-Barnes

<senator.munabarnes@guamlegislature.gov>, Office of Senator Vince Borja <office.senatorborja@guamlegislature.gov>,

Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>, Senator Telo Taitague <senortelot@gmail.com>,

Senator Jesse Lujan <senator.lujan@guamlegislature.gov>, Senator Chris Duenas <senator.duenas@guamlegislature.gov>

To do confirm

[Quoted text hidden]

Vice Speaker V. Anthony Ada <vicespeakertonyada@guamlegislature.gov>

Fri, Mar 20, 2026 at 2:13 PM

To: Senator William Parkinson <senator.parkinson@guamlegislature.gov>

Cc: Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>, "Speaker Frank F. Blas Jr."

<speakerblas@guamlegislature.gov>, Senator Tina Rose Muña-Barnes <senator.munabarnes@guamlegislature.gov>, Office

of Senator Vince Borja <office.senatorborja@guamlegislature.gov>, Sabrina Salas Matanane

<office.senatorbri@guamlegislature.gov>, Senator Telo Taitague <senortelot@gmail.com>, Senator Jesse Lujan

<senator.lujan@guamlegislature.gov>, Senator Chris Duenas <senator.duenas@guamlegislature.gov>

To do confirm

[Quoted text hidden]

--



Office of Vice Speaker V. Anthony Ada

38th Guam Legislature

I Mina'trentai Ocho Na Liheslaturan Guahan

Guam Congress Building, 2nd Floor

163 Chalan Santo Papa

Hagåtña, Guam 96910

Phone: (671) 989-0855

Email: vicespeakertonyada@guamlegislature.gov

Electronic Privacy Notice: This e-mail and any attachment(s), contains information that is, or may be, covered by electronic communications privacy laws and legal privileges, and is also confidential and proprietary in nature. If you are not the intended

recipient, please be advised that you are legally prohibited from retaining, using, copying, distributing, or otherwise disclosing the information in this e-mail or any attachment in any manner. Instead, please reply to the sender that you have received this communication in error, and then immediately delete it. Thank you in advance for your cooperation.

Speaker Frank Blas Jr. <speakerblas@guamlegislature.gov>

Fri, Mar 20, 2026 at 2:19 PM

To: "Vice Speaker V. Anthony Ada" <vicespeakertonyada@guamlegislature.gov>

Cc: Senator William Parkinson <senator.parkinson@guamlegislature.gov>, Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>, Senator Tina Rose Muña-Barnes

<senator.munabarnes@guamlegislature.gov>, Office of Senator Vince Borja <office.senatorborja@guamlegislature.gov>,

Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>, Senator Telo Taitague <senatortelot@gmail.com>, Senator Jesse Lujan <senator.lujan@guamlegislature.gov>, Senator Chris Duenas <senator.duenas@guamlegislature.gov>

To Do Confirm



Speaker, Frank F. Blas, Jr.

I Mina'trentai Ocho na Liheslaturan Guåhan 38th Guam Legislature

Guam Congress Building, 163 Chalan Santo Papa, Hagatña

(671)969-6456

speakerblas@guamlegislature.gov

Electronic Privacy Notice: This e-mail and any attachment(s), contains information that is, or may be, covered by electronic communications privacy laws and legal privileges, and is also confidential and proprietary in nature. If you are not the intended recipient, please be advised that you are legally prohibited from retaining, using, copying, distributing, or otherwise disclosing the information in this e-mail or any attachment in any manner. Instead, please reply to the sender that you have received this communication in error, and then immediately delete it. Thank you in advance for your cooperation.

[Quoted text hidden]

Office of Senator Borja <contact@senatorvinceborja.com>

Fri, Mar 20, 2026 at 2:24 PM

To: "Speaker Frank Blas Jr." <speakerblas@guamlegislature.gov>

Cc: "Vice Speaker V. Anthony Ada" <vicespeakertonyada@guamlegislature.gov>, Senator William Parkinson <senator.parkinson@guamlegislature.gov>, Office of Senator Shelly Calvo

<officeofsenatorshellycalvo@guamlegislature.gov>, Senator Tina Rose Muña-Barnes

<senator.munabarnes@guamlegislature.gov>, Office of Senator Vince Borja <office.senatorborja@guamlegislature.gov>,

Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>, Senator Telo Taitague <senatortelot@gmail.com>,

Senator Jesse Lujan <senator.lujan@guamlegislature.gov>, Senator Chris Duenas <senator.duenas@guamlegislature.gov>

TO DO CONFIRM.

[Quoted text hidden]

Senator Tina Rose Muña-Barnes <senator.munabarnes@guamlegislature.gov>

Fri, Mar 20, 2026 at 2:41 PM

To: Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Cc: "Speaker Frank F. Blas Jr." <speakerblas@guamlegislature.gov>, "Vice Speaker V. Anthony Ada"

<vicespeakertonyada@guamlegislature.gov>, Senator William Parkinson <senator.parkinson@guamlegislature.gov>, Office of Senator Vince Borja <office.senatorborja@guamlegislature.gov>, Sabrina Salas Matanane

<office.senatorbri@guamlegislature.gov>, Senator Telo Taitague <senatortelot@gmail.com>, Senator Jesse Lujan

<senator.lujan@guamlegislature.gov>, Senator Chris Duenas <senator.duenas@guamlegislature.gov>

to do confirm

[Quoted text hidden]

Office of Legislative Secretary Senator Sabrina Salas MatananeFri, Mar 20, 2026 at
2:42 PM

<office.senatorbri@guamlegislature.gov>

To: Office of Senator Borja <contact@senatorvincebcrja.com>

Cc: "Speaker Frank Blas Jr." <speakerblas@guamlegislature.gov>, "Vice Speaker V. Anthony Ada"

<vicespeakertonyada@guamlegislature.gov>, Senator William Parkinson <senator.parkinson@guamlegislature.gov>, Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>, Senator Tina Rose Muña-Barnes <senator.munabarnes@guamlegislature.gov>, Office of Senator Vince Borja <office.senatorborja@guamlegislature.gov>, Senator Telo Taitague <senatortelot@gmail.com>, Senator Jesse Lujan <senator.lujan@guamlegislature.gov>, Senator Chris Duenas <senator.duenas@guamlegislature.gov>

To Do Confirm,

[Quoted text hidden]

**Office of Legislative Secretary****SENATOR SABRINA SALAS MATANANE***I Mina'trentai Ocho Na Liheslaturan Guåhån | 38th Guam Legislature*

Chairperson, Committee on Health and Veterans Affairs

163 W. Chalan Santo Papa, Hagåtña, Guam 96910

✉ office.senatorbri@guamlegislature.gov

☎ 671-989-2572

The email message is intended only for the individual or entity named above and may contain confidential and privileged information. If you are not the intended recipient, any disclosure, copying, distribution, or use of the information contained in this transmission is strictly PROHIBITED. If you have received this transmission in error, please immediately notify me by replying to office.senatorbri@guamlegislature.gov and delete the message immediately. Thank you.

Senator Chris Duenas <senator.duenas@guamlegislature.gov>

Fri, Mar 20, 2026 at 2:43 PM

To: Office of Legislative Secretary Senator Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>

Cc: Office of Senator Borja <contact@senatorvincebcrja.com>, "Speaker Frank Blas Jr."

<speakerblas@guamlegislature.gov>, "Vice Speaker V. Anthony Ada" <vicespeakertonyada@guamlegislature.gov>, Senator

William Parkinson <senator.parkinson@guamlegislature.gov>, Office of Senator Shelly Calvo

<officeofsenatorshellycalvo@guamlegislature.gov>, Senator Tina Rose Muña-Barnes

<senator.munabarnes@guamlegislature.gov>, Office of Senator Vince Borja <office.senatorborja@guamlegislature.gov>,

Senator Telo Taitague <senatortelot@gmail.com>, Senator Jesse Lujan <senator.lujan@guamlegislature.gov>

To do confirm

**Office of Senator Christopher M. Duenas***Chairman, Committee on Finance and Government Operations*

259 Martyr St., Hagatna, Guam 96910

senator.duenas@guamlegislature.gov

(671) 989-9554

[Quoted text hidden]

Senator Telo Taitague <senatortelot@gmail.com>

Fri, Mar 20, 2026 at 3:02 PM

To: Office of Senator Shelly Calvo <officeofsenatorshellycalvo@guamlegislature.gov>

Cc: "Speaker Frank F. Blas Jr." <speakerblas@guamlegislature.gov>, "Vice Speaker V. Anthony Ada"

<vicespeakertonyada@guamlegislature.gov>, Senator Tina Rose Muña-Barnes

<senator.munabarnes@guamlegislature.gov>, Senator William Parkinson <senator.parkinson@guamlegislature.gov>, Office

of Senator Vince Borja <office.senatorborja@guamlegislature.gov>, Sabrina Salas Matanane

<office.senatorbri@guamlegislature.gov>, Senator Jesse Lujan <senator.lujan@guamlegislature.gov>, Senator Chris Duenas

<senator.duenas@guamlegislature.gov>

To do confirm.

Si Yu'os Ma'åse,

Create a Great Day!

Senator Telo T. Taitague

38th Guam Legislature

Chairperson

**Committee on Economic Investment, Military Buildup, Regional Relations, Technology,
Regulatory Affairs, Justice, Elections, and Retirement**

Suite 407 DNA Building

238 Archbishop Flores St.

Hagatna, Guam 96910

Tel: (671) 989-8356

Email: senatortelot@gmail.com

[Quoted text hidden]

Office of Senator
SHELLY V. CALVO

MAJORITY WHIP & CHAIRPERSON

Child Welfare, Youth Affairs, Senior Citizens,
Women's Affairs, Disability Services, the Arts, Culture,
Historic Preservation & Hagåtña Restoration



I Mina'trentai Ocho Na Liheslaturan Guåhan
THE 38TH GUAM LEGISLATURE

Guam Congress Building
163 Chalan Santo Papa, Hagåtña, Guam 96910
officeofsenatorshellycalvo@guamlegislature.gov
(671) 989-5682/3

COMMITTEE REPORT DIGEST

I. OVERVIEW

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration convened a public hearing on the appointment of Sarah Elmore-Hernandez, PHD on Thursday, March 19, 2026 at **2:03 PM** in the Guam Legislature Public Hearing Room of the Guam Congress Building. The appointment history is as follows:

PUBLIC NOTICE REQUIREMENTS

Public Hearing notices were disseminated via email to all Senators and all main media broadcasting outlets on **March 12, 2026**, and again on **March 17, 2026** fulfilling the 5-Day Notice and 48-Hour Notice, respectively, of the Open Government Law requirements.

SENATORS PRESENT

Senator Shelly V. Calvo, *Chairperson*
Senator Telo T. Taitague, *Member*
Senator Tina Rose Muña Barnes

APPEARED BEFORE THE COMMITTEE

Dr. Sarah Elmore-Hernandez, PhD, Nominee

SUBMITTED WRITTEN TESTIMONY

The Honorable Benjamin J.F. Cruz
The Honorable Mary C. Torres
The Honorable Regine Biscoe Lee
The Honorable Aline Yamashita
Jayne Flores, Retired Director of GBWA
Attorney Leslie Travis
Dr. Edison Manaloto
Dr. Elaine Drew
John F. Reyes
Orleen Villasoto
James Ji
Suzane Santiago-Hinkle
Laurie Tumaneng
Christina D. Garcia, GEDA CEO
M.Dianne Gudmalin

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

Stephanie E. (Muña) Mendiola, Esq.

II. TESTIMONY & DISCUSSION

Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and the Hågatña Restoration

Public Hearing was called to order – March 19, 2026 – 2:03 p.m.

Guam Congress Building – Public Hearing Room

Chairperson Shelly V. Calvo:

Buenas yan Håfa adai! Thank you for being here. The public hearing room of the Guam Congress Building and this public hearing of the Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation, and Agat Restoration and Redevelopment Authorities now called to order.

Today, this committee considers two nominees who are stepping into roles that directly influence the empowerment, well-being, and cultural validity or vitality of our island. We will be reviewing the appointment of Dr. Sarah Elmore Hernandez, PhD, to serve as the Director of the Guam Bureau of Women's Affairs. In this role, she would lead the government's central agency for advancing gender equality, gender equity, supporting women, protecting women as well as their families, and coordinating programs that address economic opportunity, safety, leadership development, and community advocacy.

The Director of GBWA must bring a steady hand, a collaborative spirit, and a clear vision for strengthening the systems that uplift women across Guam.

We will also consider the appointment of Ms. Lillian Gill, nominated to serve as a community representative on the Board of Directors for the Guam Council on the Arts and Humanities Agency or CAHA for a term of four years from the date of confirmation. This position ensures that community voices guide CAHA's mission to preserve CHamoru culture, expand access to the arts, and support creative expression in every village across Guam. The community representative plays a vital role in shaping cultural policy, grant-making priorities, and partnerships that enrich Guam's artistic and cultural landscape.

These appointments reflect two pillars of our island's identity: the empowerment of our people and the preservation of our culture. Today's hearing allows us to understand the commitment and readiness each nominee brings to these important responsibilities.

Today is Thursday, March 19, 2026, and the time is 2:03 in the afternoon. In accordance to the Open Government Law, notices for today's hearing were sent to all media stakeholders on March 12th and again March 17. Notices were also posted on the Guam Legislature website and the Guam Public Notice Portal.

Joining me this afternoon are my colleagues, Ranking Member Senator Tina Muña Barnes as well as Senator Telo Taitague.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

Before we begin, I want to briefly review the rules of conduct for this afternoon's hearing. Written comments or presentations should be provided to the committee. Please provide them to our legislative staff to make copies. Oral testimony should be summarized within five minutes time frame so that all stakeholders and community members have the opportunity to participate.

Colleagues, I ask that you make the same consideration with your line of questioning. Should we need additional time, we will allow for another round of questioning at three minutes each.

To those testifying, once you have presented, please remain in the room for any follow-up questions from the members. Questions and comments will be limited to the subject matter on today's agenda. We look forward to hearing from our nominees and those who've shown up in support of their nominations. Si Yu'os Ma'âse', for all your presence.

At this time, I'd like to call forward Dr. Sarah Elmore Hernandez, PhD, as well as anyone who would like to testify on her behalf. Please come forward.

-NOMINEE TESTIMONY-

CHAIRPERSON CALVO:

Ms. Sarah, before you begin, please state your name for the record. Thank you.

DR. SARAH ELMORE-HERNANDEZ:

Good afternoon, Senator. Sarah Elmore-Hernandez.

CHAIRPERSON CALVO:

Ms. Sarah. So we will begin the nominee of the Bureau of Women's Affairs, Dr. Elmore-Hernandez, Acting Director of GBWA. Just for the record, I just wanted to mention that we received a number of testimonies in favor of Dr. Elmore Hernandez, and I think Mr. Ricky is more nervous than you.

When you are ready, Dr. Elmore-Hernandez. Should I just call you Dr. Hernandez? No?

DR. SARAH ELMORE-HERNANDEZ:

You can call me Dr. Senator Hernandez, Sarah, whichever. Dr. Sarah. Senator.

CHAIRPERSON CALVO:

Well, you may proceed when you're ready. Thank you.

DR. SARAH ELMORE-HERNANDEZ:

Thank you, Senator. Senator Calvo, Senator Taitague, Ranking Member Muña Barnes, I'd like to

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

read my statement into the record if that will suffice.

Dear Madame Chair and members of the committee, thank you for the opportunity to appear before you today and for your consideration of my confirmation as Director of the Bureau of Women's Affairs. I am honored by Governor Leon Guerrero's confidence in me and grateful for the opportunity to continue serving the people of Guam.

Moments like this have a way of bringing you back to where you began. And for me that begins with my family. I was raised on Guam, the oldest of five daughters in a home built on hard work and sacrifice. My mother came to Guam from the Philippines at a young age, leaving behind everything she knew to begin again, believing that through hard work, she could build a better life here for her future family. My father worked wherever work was available. Most nights that meant cleaning office buildings in Hagåtña after hours. And as a young child, I would go with him emptying trash bins, picking up paper clips off the floor, learning without anyone having to say it what it means to take responsibility for the work in front of you.

That was the home I was raised in. A home where you took care of what you had, where nothing was handed to you, and where education wasn't just encouraged, but it was understood as a way forward. And I carried that with me. As the first in my family to go through college, graduate studies, and ultimately back here to Guam because like my parents, I believe in what can be built here. And I believe that if you are given the opportunity to serve the community, you have a responsibility to help build it.

For the past decade, I have had the privilege of serving in all three branches of Guam's government. I began in the Guam Legislature, working for then Vice Speaker and Budget Chairman BJ Cruz, who took a chance on a young staffer with more determination than actual experience. In that role, I saw firsthand how complex and demanding the work of this body is, how carefully priorities must be weighed, and how those decisions impact the lives of so many people on Guam firsthand.

I later served as Chief of Staff to Senator Régine Biscoe Lee and to Senator Mary Camacho Torres where I worked on legislation strengthening protections for survivors of violence including safe housing, civil remedies for image-based abuse and protection orders for victims of stalking and sexual assault.

Most recently, I served at the Judiciary of Guam as the Director of Policy Planning and Community Relations, focusing on expanding access to justice and the public's understanding of our courts.

Alongside that work, my academic research has focused on women and public policy. My PhD examined women in politics on Guam and how their experiences shape the policies they advance for families and communities here. I am also nearing completion of my Juris Doctor program at Syracuse University's College of Law, where I am building on that work to better address the barriers women and families face.

Together, these experiences inform how I approach this role and reinforce why this bureau matters. The Bureau of Women's Affairs was first established by executive order in 1988 and later codified by the Legislature through Public Law 21-23. That decision reflected a recognition that while many

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

of the challenges facing women are shared across the community, they are often experienced differently and require focused attention within government.

Issues such as workplace equity, access to child care, protection from violence, and economic opportunity affect families across Guam. Yet, the data continues to show that women are disproportionately impacted in many of these areas. That is the role of this bureau.

Under the leadership of my predecessor, Jayne Flores, and through the work of a deeply committed staff, the bureau has expanded that role significantly. Since 2019, more than \$3 million in federal funding has been brought to Guam, supporting services across our community, from the Guam Police Department to the Department of Youth Affairs to the Guam Coalition Against Sexual Assault and Family Violence and many other partners.

Those resources translate directly into services here for the people in our community, and the need for that work remains. Family violence continues to be one of the most frequently charged offenses in our justice system, and Guam continues to face some of the highest rates of sexual assault per capita.

If confirmed, my goal is to build on the foundation laid by the women before me and strengthen the bureau's role in policy development. In my first weeks, I have begun meeting with community partners and stakeholders to determine where policy can better support the work that is already being done on the ground. That work is informing the development of a legislative package focused on practical targeted solutions, expanding economic opportunity, strengthening workplace protections for survivors, and supporting educational pathways for women and young girls. At the appropriate time, I look forward to working with members of this body to continue that dialogue and refine those proposals together.

Just as important, I see the bureau as a resource helping provide clear, reliable information so that a policy decision made by this body or elsewhere reflects both the data and evidence as well as the lived realities of our community.

In the end, Senators, this work is about people. It's about the women and families trying to find stability, trying to move forward, and trying to build something better for themselves and for those who depend on them. Those are the people that we serve and I know them because I come from them.

If confirmed, I would be honored to continue this work in partnership with the Legislature in our community and to serve the people of Guam through the Bureau of Women's Affairs. Thank you for your time and consideration and I would be happy to answer any questions.

CHAIRPERSON CALVO:

Thank you, Dr. Sarah, for your testimony. Um, there's a number of testimonies we received. Just for the record, I will announce them. Um, there's also a request from Honorable Benjamin J. Cruz for his testimony to be read.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

But before I do so, let me read through the individuals that offered their support for Dr. Sarah's appointment:

The Honorable Mary C. Torres, the Honorable Régine Biscoe Lee, the Honorable Aline Yamashita, former director—retired director—GBWA, Ms. Jayne Flores, Attorney Leslie Travis, Dr. Edison Manoloto, Dr. Elaine Drew, John F. Reyes, the Filipina comes out, Orleene Villasoto, James Ji., and Lori Tumaneng. So, these are the individuals that offered their support for Dr. Sarah.

At this point, Dr. Sarah, would you like to read Honorable BJ's, or shall I read it for the record—his letter of support for you?

DR. HERNANDEZ:

I'm happy to read it for you, Senator, if you wish. I would just need a copy right in front of me. But either way—

CHAIRPERSON CALVO:

When you're ready, you're recognized.

DR. HERNANDEZ:

Thank you, Senator. I believe this testimony is from Senator Mary Camacho Torres. Would you like me to read that into the— Thank you, Senator.

LETTER OF SUPPORT (READ INTO THE RECORD)

DR. HERNANDEZ (Reading): Letter of Support for Dr. Sarah Elmore Hernandez

Dear Senator Calvo, I offer this letter in my personal capacity to express my support for Dr. Sarah Elmore-Hernandez as Director of the Bureau of Women's Affairs. During my tenure as Budget Chairman in the Guam Legislature, Sarah served as my Director of the Committee on Appropriations and Adjudication. She later went on to serve as Chief of Staff to Senator Mary Camacho Torres before transitioning to the Judiciary of Guam as the Director of Policy Planning and Community Relations.

While Senator Torres and I did not share party affiliation, we've both recognized Sarah's exceptional talent and work ethic, traits that have earned her bipartisan respect. As committee director, Sarah touched nearly 60% of all bills introduced by the Guam Legislature. Barely in her late 20s, she coordinated the progression of these policies to the legislative floor with eight other committees, the Office of Finance and Budget, and executive branch agencies.

To do this—to manage the workflow and maintain the relationships that are essential to legislative life—Sarah exudes diligence, fairness, efficiency, and good judgment in all she does.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

Central to her professional success has been an abiding desire to do the right thing the right way. For this and many other reasons, I was lucky to have her.

While these herculean responsibilities would be enough to keep most senior staff tethered to their desk, Sarah's true passion is public policy. From day one, Sarah understood the special power of public policy to do good in the lives of people who may never know her name. Nowhere is her commitment to public policy more evident than in matters directly affecting the rights of women and the institutional barriers they face in the pursuit of justice.

For example, after attending a domestic violence conference hosted by the Pacific Judicial Council, I learned that strangulation represented an often-ignored red flag in domestic violence cases. Because victims strangled by their abusers were 800% more likely to become victims of homicide, first responders, hospital personnel, prosecutors, and the community at large needed to understand this behavior of escalation and help identify it before it became fatal.

Moreover, Guam's assault statute made no mention of strangulation, preventing the application of special charges in each of these cases. With little direction from me or other members of my staff, Sarah researched, drafted, and messaged legislation recognizing strangulation in Guam's criminal law and providing appropriate penalties. This measure became Public Law 33-205.

Additionally, Sarah's commitment to public health—to the quality of life experienced by our people—is unceasing. In late 2016, recognizing that Guam had both the highest smoking rate in the country and the highest rates of death caused by cancer and cardiovascular disease, I introduced legislation to raise Guam's legal access age to tobacco products to 21. Again, Sarah's management of the committee process, her relentless dedication to message, and her ability to coordinate and deliver the support of allied interest groups was a cornerstone of this legislation's success in 2017.

Sarah's work has also been pivotal to the passage of several annual budget acts. Though this work was often contentious, technical, and exhausting, the process would have been twice as hard without her. In the inevitable back-and-forth between opposed branches of government, Sarah helped me to act quickly, credibly, and in detail.

For these reasons, I am certain that she will serve with distinction. Though her heart is earnestly committed to public policy, I have urged her constantly to seek a career in the law. I am grateful she has finally agreed and will soon be graduating with her Juris Doctor from the Syracuse University College of Law this summer.

In short, Sarah's dedication to the cause of others is a deep reservoir of hope needed in this community. I respectfully urge your favorable consideration of her confirmation.

Sincerely, Benjamin J.F. Cruz

CHAIRPERSON CALVO:

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

Thank you so much. I would like to call on anyone else who would like to offer their testimony—whether they submitted the written or they just wanted to come join us in the panel, come join Dr. Sarah in the panel.

Other than that, we received a lot of testimony. Ranking Member, do you remember when you confirmed me? I think that was for GBB Board, right, in the past. It's the same feel when I was flipping through all the testimonies and really incredible people behind you.

So anyway, before we get to that, I would like to give the floor to my colleagues for questioning. Let me begin with Ranking Member Tina Muña Barnes. You are recognized, ma'am.

SENATOR MUNA BARNES:

Si Yu'os Ma'åse. Madam Chair, and thank you for giving me the opportunity to at least share my perspective and my thoughts about Dr. Sarah Elmore Hernandez, who I believe should be real soon Attorney Hernandez.

I want to share that it is without a doubt that the collaboration and the relationships I've had with Sarah—Dr. Sarah—has been incredible. Um, there is no stone that is left unturned when she is working on a project. She having worked for literally three awesome senators and still giving her time to work collaboratively with our office, she's done incredible work.

Our work together with Captain Chase, with the Coast Guard, working with the manifest, working closely with the harmonized code, working closely with the Zero Tolerance and domestic violence and getting a lot of those policy drafts out, as noted by our good speaker—our former Speaker Cruz, who's the Public Auditor now. And knowing her family and even having her sister—I have to disclose that for the record. Her sister worked for me for a long time. Her commitment, madam chair is just impeccable, And um I know that her being nominated by the governor, I want to take the time to thank the Maga'håga for looking at your expertise and what you could offer for the Bureau of Women's Affairs. More importantly, to bring the issues of concern that women still experience today and how we can leverage that and work not just within our island of Guam but in the international region or the national region, but even the region around the world, because you have had that kind of collaboration to work and open those doors.

When the good speakers wrote about your writing, your policy, and your research, I literally meant that you literally leave no stone unturned. And I want to tell you and your family: thank you to Dr. Hernandez. I thought you were going to say a few words for your beautiful wife. And I know that goes without saying. You probably just want the process to be expeditiously done, but I want to say thank you. Thank you for letting her take this opportunity to work closely with the administration, to work closely with the island of Guam, as you've had the experience working across the three branches of government and working closely with my office too in your time here at the Legislature and literally bringing women's perspective up to the forefront.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

So, I want to tell you in advance—and Madam Chair, I want to tell you—that I’m going to give Dr. Sarah Hernandez my full 100% support. I was going to ask her a question to see what was the biggest issue that she could bring to the table right now just being at the Bureau of Women’s Affairs within the first couple of weeks, but I know that there will be a lot of time to discuss that, that there will probably be several measures you’d like to share with us to have it facilitated through.

So, I’ll give you a break this time because I already know you have more than the experience and the collaboration to get things done. So, I want to say thank you, Madam Chair, for giving me the opportunity to speak and talk about this beautiful lady who continues to want to give back to the island of Guam and to the women of Guam in the expertise that you do.

And I want to congratulate you in advance for working through your doctorship while you were working in the Legislature and then going through your Jurist Doctorate and getting it this summer, right? You’re going to get it this summer. So, congratulations in advance. Don’t stop reaching for the stars because you’re beautiful and you earned it. Si Yu’os en Binendisi, God bless you. Thank you, Madam Chair.

CHAIRPERSON CALVO:

Thank you, Ranking Member Senator Tina Barnes. And now I’d like to recognize Senator Telot Taitague.

SENATOR TAITAGUE:

Si Yu’os Ma’ãse, Madam Chair, and good afternoon to my colleagues and most especially good afternoon to you. I was kind of worried there when I didn’t see anybody up here testifying on your behalf. And then I opened up the Google Drive and saw—yeah—close to 20 testimonies, you know, in your favor, all in your favor. And that speaks volumes about the kind of person you are because some of these individuals that provided testimony were people that I very much respect, you know.

But I really admire the fact that you’re willing to step up to the plate on something like this. And yes, this will conclude your journey in government from three branches of government. This will actually put you in a position to actually say, “I worked for the administration as a director.” So, congratulations, because I have sat in your seat before when I had my confirmation as a Women’s Bureau Director.

And I read your—I asked for a copy of your testimony. And I was hoping it’d say, “My name is Dr. Sarah Elmore.” Did you know when you wrote your testimony, you didn’t put your name on it?

DR. ELMORE-HERNANDEZ:

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

I realize that in hindsight, Senator, and so I will be sure that future copies transmit properly and identify me.

SENATOR TAITAGUE:

And those who are listening, you know, like who's this person? She's just coming up here and speaking. But that's good. I'm glad you wrote something very extensive about your background, but also your initiative on moving forward. That's very important.

You know, I saw something in your packet. It said—I think this has to do with your Jurist Doctorate—that section of the application said August 2026. I'm like, we're not there yet. So, can you kind of explain why your completion of your doctorate was August 2026? Was that a typo?

DR. ELMORE-HERNANDEZ:

I believe the application states that the Jurist Doctor is to be completed—the JD will be completed this summer. The PhD was completed last year.

SENATOR TAITAGUE:

So, it's 2025, correct? Okay. So, we just need to make that correction on the application because it states 2026.

DR. ELMORE-HERNANDEZ:

I'll take a look at that, Senator. Thank you. Thank you for letting me—

SENATOR TAITAGUE:

Okay. So it is 2025. August 2025. Okay, great. So that's clear.

Can you give us a little more background on your participation with NCSL? You mentioned twice in two areas that you had worked with NCSL. Can you tell us how you went about becoming part of the Legislative Staff Management Institute, how you attended that, and who you were under at the time?

DR. ELMORE-HERNANDEZ:

Yes, Senator. So as the Senators are aware, NCSL is the National Conference of State Legislatures. In 2018, I was selected for the Legislative Staff Management Institute, which is the NCSL's premier leadership training for senior legislative staff. I worked for then-Speaker BJ Cruz at the time. That was my involvement with that particular program.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

I later returned to NCSL in a different capacity through the executive committee. I believe there was only a small selection of legislative staffers that could be on the committee. So out of the thousands of staffers that were selected, I was thankful to have represented Guam in that capacity, and I served in that committee up until the end of my time here at the Legislature.

SENATOR TAITAGUE:

Okay. Is there something called “Snapshot”? Is that the—

DR. ELMORE-HERNANDEZ:

There was a staff snapshot which did a highlight of my participation in it. Yes, ma’am.

SENATOR TAITAGUE:

That’s very impressive because that’s a wealth of information that you can achieve and just knowing how to navigate for research. Because NCSL, for those who are listening, basically covers all 50 states and U.S. territories. So, if you want to know what’s going on in the United States, I mean, it’s as simple as calling somebody up there at NCSL. We were actually using that for the AI Task Force too. We had them participate.

Um, one of the questions I have to ask—because, you know, it was very upsetting that we have somebody who’s supposed to represent the women of Guam and girls. I’m glad you put that—I read that in your testimony when you said “women and girls.” So, it’s important to know that they should actually change that, right? Women and girls.

Um, in your capacity as a director, if there is some controversial subject matter out there, would you come in your capacity as Director of the Women’s Bureau to favor one side over the other on an opinion? Let’s give an example: when the last director came and testified on a bill on, you know, abortion and favoring abortion and signing her testimony “the Director of the Women’s Bureau.” Do you see an issue with that, or do you have a plan to put your own personal opinion forward or that of the Governor’s?

DR. ELMORE-HERNANDEZ:

Thank you for the question, Senator. I see the bureau as representing all women on Guam. And so, with regard to that particular issue or that example, I respect that there are deeply held and differing views on that issue. My role as director is not to resolve those differences, but to focus on the work that can support women and girls across our community.

I believe we can find common ground in wanting our women and our families to feel safe, supported, and able to thrive. And my work will focus on that—policies that help expand education opportunities, economic opportunities, child care, health care—so that whatever decision a woman does make, she is able to raise a child under the best conditions, she is able to support herself under the best conditions. And that is my pledge: to focus on those areas.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

SENATOR TAITAGUE:

So, in a yes or no answer, if the Governor asked you to come down here to testify in favor of something as controversial as, you know, abortion, would you do it?

DR. ELMORE-HERNANDEZ:

I think the bureau should always testify on those matters. Depending upon what the legislation entails, I would have a discussion with the Governor. I would have a discussion with the bill's sponsors, and I would make sure that any testimony that I put forward adequately is representative of the bureau's mandate to represent all women on Guam.

SENATOR TAITAGUE:

That's typically not a yes or no answer that I'm looking for. So, let me simplify it or make it clear: if the Governor told you to come down and testify in support of abortion, will you be coming down in your capacity as Director of the Women's Bureau to testify in support of abortion?

DR. ELMORE-HERNANDEZ:

In my capacity as the Director of the Women's Bureau, I would not testify in support of one specific policy or the other. In my personal capacity, I may have plenty to say before you, Senator, but that's another question.

SENATOR TAITAGUE:

Okay. Well, I definitely—everyone has a right to speak up, you know. But when you're holding a position such as the Director of the Women's Bureau, it's important that you put out that trust in women and people who want to actually seek your service or come to you, you know, because your office should always be open to all women and young girls who need assistance to know their rights.

In fact, I think we have CAHA coming up next. So just be prepared on some women's rights initiatives that CAHA actually oversees. So that might be something you might work together with CAHA on, because they do have that initiative for women's rights.

So, things like that—it's so important to give that friendly atmosphere and feeling of this bureau.

There was one quote that I used to say when I was the director. I was watching the glass ceiling being broken. You know, at the beginning it was cracked; now it's broken. But I also had this one thing that I would say: as we rise, we shall also lift others as women. So, I see you making your stride and moving up the ladder. As you do that, please help others do the same.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

The last thing I have a question on was the—when is your 90-day up on—because you’ve been referred to the Legislature. Okay. And then when is the last day to try and get you confirmed? What day is that?

DR. ELMORE-HERNANDEZ:

As I understand it, Senator, the deadline would be May 21st.

SENATOR TAITAGUE:

Okay. Okay, great. Okay, that being said, wasn’t too hard, right?

But I will offer you this: my door is open, and it’s just a matter of you walking up one flight of stairs from your office to my office if there’s anything I can do to assist you moving forward. And I look forward to you actually, you know, really working on the girl side—the young women who need a lot of guidance these days, as we’re seeing, you know, many of the women who do get in trouble, they actually started off when they were very young and really did not have a direction, any direction for them. So, I hope you really concentrate on the young women of our island to assist them.

So, good luck to you. And again, my door is always open.

DR. HERNANDEZ:

Thank you so much.

CHAIRPERSON CALVO:

Thank you, Senator.

CHAIRPERSON CALVO:

I just have a very few questions, but truth be told, like my other colleagues said, your experiences, your background—impeccable, incredible.

And I think that Bureau of Women’s Affairs—it should be you. It’s GBWA, right? But it’s Guam. It should be “girls,” right? (laughs) Just kidding.

But anyways, first I want to thank you for accepting the nomination. You know, it’s not easy to put in—especially if you’re busy already with load and then you have to carve out that extra time, right? And we know that it’s Ricky that will suffer, right? But anyways—

Quick questions, just a few. Please describe your most significant accomplishments while serving in policy planning or community relations roles and how those accomplishments prepare you to lead the Bureau of Women’s Affairs.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

DR. ELMORE-HERNANDEZ:

Thank you, Senator. One that comes top of mind is while I was here at the Legislature serving as Chief of Staff to Senator Mary Camacho Torres, who has been an advocate for survivors of violence. One piece of legislation that we worked on was the Rape Survivor Child Custody Act, and this would have terminated the parental rights of a rapist if found by clear and convincing evidence under that evidentiary standard.

As a result of that legislative accomplishment, Guam became entitled to an increase in federal funds through our STOP and our SASP formula grants. So, it feels a bit like it's come full circle because the agency that now administers those funds is the Bureau of Women's Affairs.

Getting to work on policy—it often is a cradle-to-grave situation where you research it, you develop it, you work with the members, colleagues, to successfully enact it, but it can stop there and maybe you don't see so much of the effect of it. And getting to see the effect of it through BWA now administering millions of dollars in federal funds to Guam that will go toward supporting victims of violence has—feels very much—that's an accomplishment that I am proud of. It's certainly not one that I carried on my own, but I am proud to be part of that full circle moment.

CHAIRPERSON CALVO:

Thank you for answering my question. We hope that at the helm of BWA you will bring in those expertise and bring in more dollars to Guam to help protect and uplift women and families. So I'm glad for you to offer that fact to the people of Guam.

So—what specific strategies will you use to ensure that the bureau represents and serves Guam's diverse communities of women, including marginalized or rural populations?

DR. ELMORE-HERNANDEZ:

That's a good question. I think that part of it is strengthening the strategies that my predecessor has already laid out through the extensive community partnerships that the bureau has—not only with government agencies, not only with our law enforcement entities, but also with a lot of the direct service providers, with entities like Vero or the Guam Coalition, WestCare Pacific, who are able to maybe concentrate a little bit more on specific sub-populations. Because when we just focus on the averages, right, we tend to miss the margins.

And I think making sure that we have a very holistic group of community stakeholders will ensure that everybody is included and that gender equity doesn't become a secondary priority no matter what population we are looking at. So that's one that I can think of.

I think policy as well continues to serve that function, and the public policy process of having members of the public come in and testify on legislation and how it might impact them will also benefit that effort.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

CHAIRPERSON CALVO:

Dr. Elmore Hernandez, it's good to hear that you're open to the continuation because, you know, sometimes a director lays the foundation for many years and projects and initiatives are already in place, and it's important that specific projects and initiatives have to continue, especially if it's to protect women and children.

It's good that you're open about that, and I like the track that you're in right now.

So—on a financial aspect, financial control—can you please describe your approach to financial controls and procurement oversight, including how you will prevent and detect misuse of funds and ensure compliance with appropriations?

I know it's not a lot of budget, but

DR. ELMORE-HERNANDEZ:

yes—I think through two different ways. First, with regard to local appropriations, I think communication is always key. So, making sure that we maintain that contact with the Budget Chairman's office, with you all as members. I can appreciate from my time at the Legislature the fiscal challenges that members face as we approach budget season. So, the bureau will be working directly with members to make a case as to why our budget and the requests that we are making strengthen the work of the bureau.

With regard to compliance, thankfully the bureau has an exceptional team of grant managers, project coordinators that through their years of experience have really ushered in the careful use of these funds. The amount of reports that I have read since coming into this position and the compliance that is required for grants such as OVW—BWA administers the DOJ's OVW grants—is very particular, very strict. So, I would say continuing to invest in the team that we do have and making sure that they are well taken care of—those are the immediate strategies for ensuring the bureau remains above board as it has been.

CHAIRPERSON CALVO:

Thank you for answering my question. I don't really have a lot of further questions, but just for the record, I just want to let everyone here know that I already sat down with former Director JaYne and Dr. Sarah, and I truly look forward to continuing our conversation and working with you. We have this whole year and hopefully more, and I wish you all the best and I look forward to moving this appointment.

You are a gem, that's for sure. And we need way more people and women like yourself so we can all collaborate and, you know, do what we do best—assist the people of Guam, most especially the vulnerable ones, children and women.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

And on this note, that ends my questions for Dr. Sarah. But I do want to ask my colleagues if there are other questions or remarks that they wanted to impart before we close this appointment.

D. Senator Telo Taitague — Additional Remarks

SENATOR TINA MUNA BARNES:

Just one more, Madam Chair, if I may. And you talked about resources and the possibilities of looking at outside partnerships. Could you expound on that a little bit more? Will you be working with—on the national level—to see how much more resources can come in and looking at other arenas out there? As in the past, the Bureau of Women’s Affairs had a complete team of women and folks working in them and being involved in the international arenas such as FAWA and all the other women’s organizations around this Pacific region of the blue continent of our island nations.

DR. ELMORE-HERNANDEZ:

Certainly, Senator. As we approach grant season, we’ll be looking very closely at what other opportunities in terms of funding might exist for our community partners. I can tell you as of now, under the leadership of my predecessor, the bureau had absorbed the Guam Community Outreach and Federal Programs Office, which—as a result of that—BWA administers those two formula grants, the STOP and the SASP grant.

We also administer a few competitive discretionary grants, particularly the Justice for Families grant, the Rural grant, and the Children and Youth grant. And so that collectively has resulted in the funding that I referenced in my testimony.

We will look at what other opportunities may arise and how that might best fit the needs of our community partners. And in those instances, if that happens to mirror any policy initiatives of this body, we’ll be in close contact with members of the branch.

SENATOR TINA MUNA BARNES:

Thank you very much, Thank you Madam Chair.

CHAIRPERSON CALVO:

Thank you, Ranking Member, and thank you, Dr. Sarah, for answering. Senator Telo Taitague—parting remarks?

No? Thank you. Thank you. On that note, that concludes our question portion for Ms. Sarah, and I’d like to thank you for your testimony and everyone else that provided their testimony in support of your nomination.

At this point, I shall excuse you. Thank you.

Committee Report Digest:
Appointment: Sarah Elmore-Hernandez, PHD
Public Hearing Date: March 19, 2026 at 2 p.m.
YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

(Short recess.)

CHAIRPERSON CALVO:

About 10 minutes—if there are no further questions. Oh—well, no more further questions. So I would like to invite the next group to the table to provide testimonies.

[Testimony and questioning for the appointment of Lillian Gill — jointly heard — prior to closing remarks]

CHAIRPERSON CALVO:

I'd like to thank you—Si Yu'os Ma'åase—from the bottom of my heart to my two beautiful, wonderful, incredible colleagues, Ranking Member Tina Muna Barnes and of course Senator Telo Taitague. Thank you for being here and sharing this seat with me.

The committee will continue to receive written testimony for the nominees of today's appointment hearings. You may submit further testimony via email to my office at **officeofsenatorshelleycalvo@guamlegislature.gov** or call **671-989-LOVE**. If you have any additional comments, questions, and concerns, you may also deliver testimony to the Committee at the Guam Congress Building, **163 Chalan Santo Papa, Hagåtña, Guam 96910**.

We thank everybody in attendance and the viewing audience for their engagement.

The time is now—oh my god—**3:22 in the afternoon**. This hearing on the appointment of **Dr. Sarah Elmore Hernandez** and **Ms. Lillian Gill** is now **adjourned**.

III. FINDINGS AND RECOMMENDATIONS

Based on the testimony received, the committee finds that:

1. Dr. Sarah Elmore Hernandez possesses the professional experience, academic preparation, and demonstrated commitment necessary to effectively lead the Guam Bureau of Women's Affairs.
2. She has articulated a clear vision for strengthening GBWA's policy role, expanding community partnerships, and supporting women and girls across Guam.
3. She has earned broad bipartisan and overwhelming community support.

The Committee on Child Welfare, Youth Affairs, Senior Citizens, Women's Affairs, Disability Services, the Arts, Culture, Historic Preservation & Hagåtña Restoration hereby submits these findings to *I Mina'trentai Ocho Na Liheslaturan Guåhan* and reports out the appointment of Sarah Elmore-Hernandez to serve as the Director of the Guam Bureau of Women's Affairs, with a

Committee Report Digest:

Appointment: Sarah Elmore-Hernandez, PHD

Public Hearing Date: March 19, 2026 at 2 p.m.

YouTube Link: <https://www.youtube.com/watch?v=tolcYPnA7HM>

recommendation **TO DO CONFIRM.**