

RE-2 Employee Post Travel Disclosure of Travel Expenses

Date/Time Stamp

Post Travel Filing Instructions: Complete this form within **30 days** of returning from travel. Submit all forms to the Office of Public Records in 232 Hart Building. **This form is a public disclosure. The form and all attachments will be made publicly available.**

2023 NOV 29 AM 11:15

Certification: In compliance with the Regulations Governing Privately Sponsored Travel, Senate Rule 35, and the Honest Leadership and Open Government Act of 2007, I certify that I accepted the following gift of privately sponsored travel:

Private Sponsor(s):**Travel Dates:**

The Pew Charitable Trusts; The Joyce

10/27/23-10/29/23

Name of accompanying family member (if any):**Relationship to Traveler:****Total Expenses**

Transportation Expenses	Lodging Expenses	Meals Expenses	Other Expenses (Amount & Description)
\$121.40	\$118.77	\$110.69	

I also certify that attached to this form are all required documents for post travel disclosure, including:

- The final **Employee Pre-Travel Authorization** (Form RE-1)
- The final **Private Sponsor Travel Certification Form** with all attachments
- The final invitation
- The final approved itinerary

Finally, I certify that all trip information reflected in the attachments above accurately reflects the travel that I accepted. If there were any changes to the trip after I received approval from the Committee, the changes are described in ATTACHMENT 1.

11/29/23

Joseph Tucker Knott

Date

Printed Name of Traveler



Signature of Traveler

TO BE COMPLETED BY SUPERVISING MEMBER/OFFICER

I have made a determination that the expenses set out above in connections with travel described in the Employee Pre-Travel Authorization form, are necessary transportation, lodging, and related expenses as defined in Rule 35.

11/29/23

Date



Signature of Supervising Senator/Officer

ATTACHMENT 1 – CHANGES FROM APPROVED PRE-TRAVEL

Note: Material changes to a trip that occur after the Committee has issued an approval letter may invalidate the Committee's approval. Please contact the Committee with any questions regarding changes to an approved trip.

Were there any changes to the pre-approved travel expenses? (Transportation, Meals, Lodging, Other)?

☒

Yes

☐

No

Expense Change	Revised Amount	Explanation
Hotel	\$118.77/night w/tax	final actual cost -- includes tax

Were there any changes to the pre-approved itinerary?

☒

Yes

☐

No

Explanation:

Attended Saturday program and overnight only

Were there any additional changes to the pre-approved trip?

☐

Yes

☒

No

Explanation:

CHRISTOPHER A. COONS, DELAWARE, CHAIRMAN
JAMES LANKFORD, OKLAHOMA, VICE CHAIRMAN

BRIAN SCHATZ, HAWAII
JEANNE SHAHEEN, NEW HAMPSHIRE

JAMES E. RISCH, IDAHO
DEB FISCHER, NEBRASKA

SHANNON HAMILTON KOPPLIN, CHIEF COUNSEL AND STAFF DIRECTOR
WILLIAM B. CABLE, CHIEF CLERK

HART SENATE OFFICE BUILDING, ROOM 1
SECOND AND CONSTITUTION AVENUE, N
WASHINGTON, DC 20510-6425

TELEPHONE: (202) 224-2981
FACSIMILE: (202) 224-7416
TDD: (202) 228-3752

United States Senate

SELECT COMMITTEE ON ETHICS

October 24, 2023

Joseph Knott
Office of Senator Ted Budd
United States Senate
Washington, DC 20510

Dear Mr. Knott:

This responds to your recent correspondence requesting approval from the Select Committee on Ethics (the Committee) to accept an invitation you received to travel to the *Biannual Bipartisan Senate Chiefs of Staff Leadership Conference* in Gettysburg, PA, on October 27–29, 2023, sponsored by Pew Charitable Trusts (Pew). Provided that you adhere to the guidance set forth below, it appears that it is permissible for you to accept necessary expenses from Pew in connection with this trip.

Background

Based on your communication with the Committee, the background in this matter is as follows.¹ You are employed as the Chief of Staff for the Office of Senator Ted Budd. Pew invited you to travel to the *Biannual Bipartisan Senate Chiefs of Staff Leadership Conference* in Gettysburg, PA, on October 27–29, 2023. Pew certified to the Committee that it will pay the necessary expenses² related to the travel and that it is neither a lobbyist, lobbying firm, agent of a foreign principal, or otherwise acting as a representative or agent of a foreign government. Although Pew retains or employs a federally registered lobbyist or foreign agent, Pew has certified that it is an organization designated under § 501(c)(3) of the Internal Revenue Code³ and that no registered lobbyist or agent of a foreign principal will accompany you at any point throughout your trip.⁴

Discussion

Privately sponsored travel includes any gift of travel and travel-related expenses for travel outside the Senate duty station, including transportation, lodging, food and refreshments, and conference fees and materials, whether paid for directly, reimbursed, or provided directly,

¹ If this letter does not correctly recite the facts, contact the Committee immediately.

² The term “necessary expenses” has a specific definition. See *Select Committee on Ethics Regulations and Guidelines for Privately Sponsored Travel – Glossary of Terms* at 8.

³ 26 U.S.C. § 501(c)(3).

⁴ The term “any point throughout your trip” has a specific definition. See *Select Committee on Ethics Regulations and Guidelines for Privately Sponsored Travel – Glossary of Terms* at 2-3.

from a private individual or entity, in connection with a Member's, officer's, or employee's official Senate duties. Incorporating reforms from the Honest Leadership and Open Government Act of 2007 (HLOGA), Pub. L. 110-81 (2007), Senate Rule 35.2 permits Members, officers, and employees to accept privately sponsored travel only with the prior written approval of the Committee.

The Committee's approval process is governed by the *Regulations and Guidelines for Privately Sponsored Travel and Glossary of Terms* (collectively, *Travel Regulations*). The *Travel Regulations* contain detailed requirements regarding who may sponsor travel; time limits for trips; and the type and amount of expenses that can be reimbursed.

Entities that do not retain or employ a lobbyist or foreign agent and all non-profit organizations designated as tax-exempt organizations under § 501(c)(3) of the Internal Revenue Code of 1986, regardless of whether they retain or employ a lobbyist or foreign agent, may sponsor domestic trips for up to three days. The three-day limitation means three 24-hour periods, calculated from the time of arrival in the trip location to the time of departure from the trip location. For such trips, neither lobbyists nor foreign agents may accompany a Senate invitee at any point throughout the trip, other than in a *de minimis* way.⁵ This means that neither lobbyists nor foreign agents may accompany Senate invitees at any point to and from the event, at the event itself, or at the location being visited.⁶

Under Senate Rule 35, Senate staff must receive advance authorization signed by the Member or officer under whose direct supervision the individual works in order to accept payment or reimbursement for necessary expenses related to fact-finding travel. Further, such authorization and expenses must be disclosed to the Secretary of the Senate by filing the completed *Employee Pre-Travel Authorization* and the *Employee Post-Travel Disclosure of Travel Expenses* (Form RE-1 and Form RE-2), along with a copy of the *Private Sponsor Travel Certification Form*, and all relevant attachments (e.g., the private sponsor's invitation and itinerary) **within 30 days of the conclusion of Privately Sponsored Travel**.

Consistent with these standards and Committee precedent, Pew's factual representations, it appears that it is permissible for you to accept necessary expenses from Pew in connection with this trip, provided that the actual travel and travel-related expenses conform to the information and materials you provided, and the travel and all required documents are disclosed to the Secretary of the Senate (Office of Public Records).

Finally, Senate Rule 34 requires a reporting individual⁷ on their financial disclosure report, to make an annual disclosure of the receipt of payments or reimbursements under Senate Rule 35 from a private sponsor for officially-related travel expenses where, in the aggregate,

⁵ The term "*de minimis*" has a specific definition. See *Select Committee on Ethics Regulations and Guidelines for Privately Sponsored Travel – Glossary of Terms* at 3.

⁶ See *Select Committee on Ethics Regulations and Guidelines for Privately Sponsored Travel* at 5; see also *Select Committee on Ethics Regulations and Guidelines for Privately Sponsored Travel – Glossary of Terms* at 2-3.

⁷ A reporting individual is someone whose salary equals or exceeds 120% of the basic rate of pay for GS-15 (\$141,022 for CY 2023) or is a political fund designee and is required to file financial disclosure reports.

travel expenses exceed \$480 from that sponsor during a calendar year. However, if a Member, officer, or employee properly reports the receipt of necessary expenses for such travel to the Secretary of the Senate within 30 days of the travel, as discussed above, the travel expenses need not be disclosed a second time on their financial disclosure report.

I hope you find this information helpful. If you have any additional questions, please do not hesitate to contact the Committee.

Sincerely,



Shannon Hamilton Kopplin
Chief Counsel and Staff Director

Enclosure: Travel Checklist

RE-1 Employee Pre-Travel Authorization

Date/Time Stamp

Pre-Travel Filing Instructions: Complete and submit this form at least 30 days prior to the travel departure date to the **Select Committee on Ethics in SH-220**. Incomplete and late travel submissions will not be considered or approved.

Name of Traveler:

Joseph Tucker Knott

Employing Office/Committee:

Senator Ted Budd

Private Sponsor(s):

The Pew Charitable Trusts

Destination(s):

Gettysburg, PA

Travel Dates:

10/27/23-10/29/23

NOTE: If you plan to extend the trip for any reason you **must** notify the Committee.

Explain how this trip is specifically connected to the traveler's official or representational duties. As a chief of staff, program participants will receive information on best practices for managing offices, performing supervisory duties and other activities central to official responsibilities, as well as have the opportunity to exchange ideas on those best practices with other chiefs of staff in a bipartisan "Safe Space".

Do you have an accompanying family member or spouse on this trip? Name and Relationship to Traveler:

☐

(signify "yes" by checking box)

I certify that the information contained in this form is true, complete and correct to the best of my knowledge.

10/16/23

Date


Signature of Employee

TO BE COMPLETED BY SUPERVISING MEMBER/OFFICER

(President of the Senate, Secretary of the Senate, Sergeant at Arms,
Secretary for the Majority, Secretary for the Minority, and Chaplain)

Senator Ted Budd

(Print Senator's/Officer's Name)

hereby authorize

Joseph Tucker Knott

(Print Traveler's Name)

an employee under my direct supervision, to accept payment or reimbursement for necessary transportation, lodging, and related expenses for travel to the event described above. I have determined that this travel is in connection with his or her duties as a Senate employee or an officeholder, and will not create the appearance that he or she is using public office for private gain.

I have also determined that the attendance of the employee's spouse or child is appropriate to assist in the representation of the Senate.

☐

(signify "yes" by checking box)

10/16/23

Date



Signature of Supervising Senator/Officer

Trip Name: Biannual Bipartisan Chiefs of Staff Leadership Conference**Organization Information****Organization Name:**

The Pew Charitable Trusts

Is your organization classified as a §501(c)(3)?

Yes



No

If Yes, §501(c)(3) Organization Type:

Private Foundation



Public Charity

Address:

901 E Street NW

City, State, Zip:

Washington, DC. 20004

Phone Number:

202/540-6501

Organization URL:

www/pewtrusts.org

History of Congressional Travel

Describe your organization's history of sponsoring congressional travel.

Through information and advocacy work, The Pew Charitable Trusts seeks to advance development of sound public policy in the U.S. and to strengthen institutions that form the foundation of our democracy. A major component of this ongoing strategy has been to help create an environment in which policymakers can productively deliberate important issues of the day. The purpose of this ninth annual Senate Chiefs of Staff Conference hosted by Pew is to provide a collaborative environment for the Chiefs of Staff to learn from experts and discuss strategies for effective leadership, management, mission development and organization.

Educational Activities

Describe the educational activities performed by your organization other than sponsoring congressional travel.

The Pew Charitable Trusts is driven by the power of knowledge to solve today's most challenging problems. Pew applies a rigorous, analytical approach to improve public policy, inform the public and invigorate civic life. We partner with a diverse range of donors, public and private organizations, and concerned citizens who share our commitment to fact-based solutions and goal-driven investments to improve society. Pew issues dozens of research reports each year to educate the public and policy makers, and sponsors convening of researchers and experts to examine various issues of public policy and civic life.

Lobbyist and Foreign Agent Registration Information**Lobbyist Registration Status (Select one):**

I certify that the sponsor is not a federally registered lobbyist and does not retain or employ a federally registered lobbyist.



I certify that the sponsor is not a federally registered lobbyist but does retain or employ one or more federally registered lobbyists.

Foreign Agent Registration Status (Select one):

I certify that the sponsor is not an agent of a foreign principal and does not retain or employ an agent of a foreign principal.



I certify that the sponsor is not an agent of a foreign principal but does retain or employ one or more agents of a foreign principal.

Foreign Government Involvement**Foreign Agent Registration Status (Must select all):**

I certify that the sponsor is not a foreign government.



I certify that the sponsor is not an entity that is owned or operated by a foreign government.



I certify that the sponsor does not receive funding from a foreign government.

Purpose and Details

Provide a brief description of the trip.

The group will travel to Gettysburg for a two-day conference on leadership and management skills. The Chiefs of Staff will hear from speakers representing the U.S. Army War College, The Gettysburg Foundation and the Lincoln Leadership Institute. A complete itinerary is attached.

Explain how the purpose of the trip relates to your organization's mission.

Through both information and advocacy work, Pew seeks to advance development of sound public policy at home and abroad, and strengthen the institutions that form the foundations of our democracy. The Biannual Bipartisan Conference advances those goals by creating a "Safe Space" for Chiefs of Staff to meet, exchange ideas and learn effective best practices for carrying out their responsibilities.

Is your organization the only sponsor for this trip?

☐ Yes ☒ No

If No, describe your organization's role in planning the trip.

Pew has planned the entirety of the itinerary and agenda of the conference.

If there are multiple sponsors, each sponsor must submit Organization Information (Page 1 of the Private Sponsor Travel Certification Form) and a Signature Page Form.

Grantmaking Organizations (Optional)

If you have a Grantmaking Organization, you must attach a Grantmaking Organization Certification Form.

1. The Joyce Foundation

2.

3.

With or Without Regard to Congressional Participation (Select one):

- ☐ The trip is arranged or organized without regard to congressional participation.
- ☒ The trip is arranged or organized with regard to congressional participation.

Lobbyist/Foreign Agent Involvement in Planning, Organizing, Requesting or Arranging

- ☒ The trip will not in any part be planned, organized, requested, or arranged by a registered lobbyist or agent of a foreign principal, other than de minimis involvement.

Lobbyist/Foreign Agent Financing (Must select all):

- ☒ The trip will not be financed in any part by a registered lobbyist or agent of a foreign principal.
- ☒ No funds or in-kind contributions were earmarked directly or indirectly for the purpose of financing this specific trip from a registered lobbyist or agent of a foreign principal or from a private entity that retains or employs one or more registered lobbyists or agents of a foreign principal.

Lobbyist/Foreign Agent Accompaniment**Complete if all sponsors are §501(c)(3) organizations (Select one):**

- ☒ The trip is limited to three days (for trips inside the continental United States) or seven days (for trips outside the continental United States), and no lobbyist or agents of a foreign principal will accompany the Member, officer, or employee at any point throughout the trip
- ☐ The trip is limited to a one-day event (exclusive of travel time and one overnight stay) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip
- ☐ The trip is limited to a one-day event (exclusive of travel time and two overnight stays) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

Complete if any of the sponsors is not a §501(c)(3) organizations (Select one):

- ☐ No sponsor retains or employs a registered lobbyist or agent of a foreign principle, the trip is limited to three days (for trips inside the continental United States) or seven days (for trips outside the continental United States), and no lobbyist or agents of a foreign principal will accompany the Member, officer, or employee at any point throughout the trip
- ☐ The trip is limited to a one-day event (exclusive of travel time and one overnight stay) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip
- ☐ The trip is limited to a one-day event (exclusive of travel time and two overnight stays) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

Required if selecting the third option in either column - Please explain why the second overnight stay is practically required and necessary to accomplish the purpose of the trip.

Certification of No Recreational Activity and No Alcohol (Must select all):

- ☒ Travel expenses paid for will not include expenditures for recreational activities.
- ☒ Travel expenses paid for will not include expenditures for alcohol, except as permitted by the Regulations Governing Privately Sponsored Travel.

Invitees list

- ☒ A list of all Senate invitees is attached to this form (required).
- ☐ Members and staff from the House of Representatives will also receive invitations.

Travel Details (Submit additional pages as needed)

Trip Start Date/Time:
10/27/23, 12 noon



Trip End Date/Time:
10/29/23, 2 pm

Will the traveler be accompanied by a family member for whom the sponsor will pay travel expenses?

☐ Yes ☒ No

Transportation (Member/Officer/Employee: \$144.38 Accompanying Family Member: \$)

Transportation Type	Class	Amount
Motor Coach (r/t to Gettysburg and throughout)	Coach	\$144.38

Details (optional)

estimated per person cost of 25 chiefs attending

Lodging (Member/Officer/Employee: \$214 Accompanying Family Member: \$0)

Check-In	Check-Out	Facility	City	State	Country
10/27/23	10/29/23	Wyndham Hotel	Gettysburg	PA	USA

Nights	Cost/Night	Cost Exceed Per Diem (Yes/No)
2	\$107	No

If Yes, please explain why expenses over the per diem rate are reasonable and necessary.

Check-In	Check-Out	Facility	City	State	Country
----------	-----------	----------	------	-------	---------

Nights	Cost/Night	Cost Exceed Per Diem (Yes/No)
--------	------------	-------------------------------

If Yes, please explain why expenses over the per diem rate are reasonable and necessary.

Check-In	Check-Out	Facility	City	State	Country
----------	-----------	----------	------	-------	---------

Nights	Cost/Night	Cost Exceed Per Diem (Yes/No)
--------	------------	-------------------------------

If Yes, please explain why expenses over the per diem rate are reasonable and necessary.

Meals (Member/Officer/Employee: \$261.50 Accompanying Family Member: \$)

Date	Breakfast	Lunch	Dinner	Incidentals	Total	City	State	Country	Cost Exceeds Per Diem (Y/N)
10/27/23		23.50	95		118.50	Gettysburg	PA	USA	Y
10/28/23	14	35	80		129	Gettysburg	PA	USA	Y
10/29/23	14	35			49	Gettysburg	PA	USA	N

If costs exceed the federal per diem, please explain why expenses over the per diem rate are reasonable and necessary.

Negotiated rates charged by the Gettysburg Foundation for dinners still exceed per diem

Reasonable Miscellaneous Expenses

(Member/Officer/Employee: \$9.00 Accompanying Family Member: \$)

Expense Type	Amount	Notes
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Admission Adams Co. "Beyond the Battle" Museum	9.00	
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Additional Details (optional)

PRIVATELY SPONSORED TRAVEL

SPONSOR SIGNATURE PAGE

I hereby certify that the information submitted in connection with the trip listed below is true, complete, and correct to the best of my knowledge and belief.

Trip Name: Biannual Bipartisan Senate Chiefs of Staff Conference
Travel Date(s): October 27-29, 2023
Travel Destination(s): Gettysburg, PA
Sponsor: The Pew Charitable Trusts

LAURIE BOEDER*(printed name of sponsor representative)*ACTING SENIOR DIRECTOR*(title)*
*(signature of sponsor representative)*10/18/23
(date)

Grantmaking Organization Certification Form

Instructions: If a sponsor receives funds from a grantmaking organization, the sponsor must disclose this on the *Private Sponsor Travel Certification Form*, and the grantmaking organization must complete the *Grantmaking Organization Certification Form*. The completed *Grantmaking Organization Certification Form* must be submitted to the Senate Select Committee on Ethics by the trip sponsor at least 30 days prior to the travel departure date.

Grantmaking Organization: The Joyce Foundation

Private Sponsor: The Pew Charitable Trusts

Trip Name: The Biannual Bipartisan Leadership Conference

Travel Date(s): October 27-29, 2023

Destination(s): Gettysburg, PA

In compliance with the *Regulations Governing Privately Sponsored Travel*, I certify the following:

- ☒ The grantmaking organization is a § 501(c)(3) organization.
- ☒ The grantmaking organization is not a lobbyist, lobbying firm, or foreign agent, nor an entity that retains or employs a lobbyist or foreign agent.
- ☒ The grantmaking organization provides funds under an established grant program, or in a manner that is otherwise consistent with the mission and practices of the organization.
- ☒ The grantmaking organization is not involved, directly or indirectly, in organizing and conducting the trip. This includes selecting participants for a trip.
- ☒ The grantmaking organization does not directly pay or reimburse travel expenses for any Senate Member, officer, or employee.

Kathleen Clarke

(Printed name of grantmaking organization representative)

Chief Operating Officer

(Title)

Kathleen Clarke

(Signature of grantmaking organization representative)

Digitally signed by Kathleen Clarke
DN: cn=Kathleen Clarke, o=The Joyce Foundation, ou=The Joyce Foundation, email=kclarke@joycefoundation.org
Reason: I am approving the disclosure
Date: 2023.10.22 11:12:05 -05

10/22/2023

(Date)

From: GR Responses gresponses@pewtrusts.org
Subject: [Test]:Bipartisan Senate Chiefs of Staff Conference (Oct. 27-29, 2023)
Date: July 3, 2023 at 12:37 PM
To: John Schueler jschueler@pewtrusts.org

GR

[EXTERNAL EMAIL]: This message is from an external sender. Verify the sender and exercise caution when clicking links or opening attachments.

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The Pew Charitable Trusts
invites you and your significant other
to the ninth biennial

Senate Chiefs of Staff Management and Leadership Conference

Gettysburg, PA
October 27-29, 2023

REGISTER WITH .GOV EMAIL

The Pew Charitable Trusts will host a conference for the Senate Chiefs of Staff October 27-29, 2023, in Gettysburg, PA. It promises to be an engaging and informative weekend where you will learn from noted speakers about management and leadership. A copy of the agenda is available [here](#).

We will depart from the Senate side in a motor coach Friday, October 27, at noon and return Sunday, October 29, at 2 p.m.

The chiefs' expenses (minus alcohol) are covered by The Pew

Charitable Trusts. If you wish to invite your spouse, you may reimburse Pew for those expenses (estimated to be \$394.50) after the conference.

Your pre-travel paperwork should be received by the Select Committee on Ethics, at 220 Hart, by close of business on Tuesday, September 26, 2023, to ensure processing by the legal deadline. The Committee is very strict about its deadlines and will bar attendance by staff who submit late. For that reason, ***we recommend you complete and submit your forms immediately, even if you're not sure you'll attend***, as there is no penalty if you're approved but later decide you can't attend.

Click here to download the paperwork.

If you are unable to attend, please click here to let us know.

We look forward to seeing you in historic Gettysburg this fall!

The Pew Charitable Trusts makes every effort to comply with federal, state, and local government ethics rules, including when hosting events. Please make sure that your participation is consistent with applicable ethics rules.

This email was sent to %%emailaddr%%

901 E Street NW, Washington, DC 20004-2008

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Bipartisan Senate Chiefs of Staff Conference
Gettysburg October 27-29, 2023



ITINERARY – GETTYSBURG LEADERSHIP INSTITUTE
SENATE CHIEFS OF STAFF
October 27-29, 2023

Friday October 27

- 12 – 2 pm Travel from DC to Gettysburg on Pew bus
2 – 3 pm Arrive Gettysburg, check in to Wyndham Hotel
3 – 5 pm US Army War College briefing, Wyndham Hotel
Political-strategic context for the Gettysburg campaign and key leaders involved
5 – 6 pm Free Time
6 – 6:15 pm Pew Bus travels to Gettysburg National Military Park Museum & Visitor Center, 1195 Baltimore Pike, Gettysburg
6:15-7 pm Lights Up Cyclorama orientation to the Battlefield and the climactic attack of the battle, Pickett's charge, to be discussed in tomorrow's program.
7 – 8 pm Dinner in Museum lobby
Speakers: Britt Isenberg, Leadership Program Manager, Gettysburg Foundation; Lt. General Benjamin Freakley, U.S. Army (Ret.), Co-founder, Leadership, Diplomacy and National Security Lab, Arizona State University; veteran of Operations Desert Shield, Desert Storm, Iraqi Freedom, and former Commanding General of Combined Joint Task Force-76, Operation Enduring Freedom, Afghanistan.
8 – 9:pm Guided walk-through of museum highlighting artifacts that preview key leadership decisions in the battle related to battlefield leadership programming addressed in tomorrow's programming.
9 – 9:30 pm Pew bus returns to hotel

Saturday October 28

- 7 – 8 am Breakfast available
8 am – 6:15 Staff Ride with US Army War College.
Speakers – Kevin Dixon & Steven Knott, US Army War College
Topics over nine stops in the Battlefield include:
- Avoiding Cognitive Bias and Systems of Denial; Empowerment and Management of Trusted Agents
- Identifying Immature & Toxic Leaders; Empowerment Requires Purpose; Succession Planning
- Communicating Leader Vision and Strategy Formulation
- Empowerment's Dark Side; Reassessing Theory of Competition and Strategic Assumptions
- Disruptive Technology and Controlling the Narrative
- Means vs. Will
- Logical Fallacies; Personality Matters; Building Team Consensus; Knowing "The Value of the Object"
- Strategic Communication; Transforming Tactical Success into Strategic Effect

A box lunch will be provided.

- 6:15-6:45 pm Free time
6:45- 7 pm Pew Bus travels to Dinner at Nature Alliance Barn
7-7:30 pm Reception, Nature Alliance Barn
7:30 – 8:30pm Dinner, Nature Alliance Barn
Speaker: Steven Wiley, Founder & President, Lincoln Leadership Institute
8:30 – 9 pm Dinner concludes
9 – 9:15 pm Bus returns to Wyndham Hotel



Bipartisan Senate Chiefs of Staff Conference
Gettysburg October 27-29, 2023



Sunday October 29

8 – 9 am Breakfast

9 – 9:30 am Check out

9:30 – 9:45 am Pew bus travels to Gettysburg “Beyond the Battle” Museum, Adams County
Historical Society, 625 Biglerville Road, Gettysburg

10 – 11:45 am Tour “Beyond the Battle” Museum

11:45 – 12 noon Return to bus to receive box lunches

12 noon - 2 pm Return travel to DC

Democratic Senate Chiefs of Staff

Senator	State	Location	First	Last	Office Main		
Baldwin	WI	SH-141	Ken	Reidy	224-5653		
Bennet	CO	SR-261	Neil	Kornze	224-5852		
Bennet	CO	SR-261	Amy	Friedman	224-5852		
Blumenthal	CT	SH-706	Joel	Kelsey	224-2823		
Booker	NJ	SH-717	Veronica	Duron	224-3224		
Brown	OH	SH-503	Sarah	Benzing	224-2315		
Cantwell	WA	SH-511	Amit	Ronen	224-3441		
Cardin	MD	SH-509	Chris	Lynch	224-4524		
Carper	DE	SH-513	Jan	Beukelman	224-2441		
Casey	PA	SR-393	Kristen	Gentile	224-6324		
Coons	DE	SR-218	Jonathan	Stahler	224-5042		
Coons	DE	SR-218	Brian	Winseck	224-5042		
Cortez Masto	NV	SH-520	Scott	Fairchild	224-3542		
Duckworth	IL	SH-524	Kelsey	Becker	224-2854		
Duckworth	IL	SH-524	Kalina	Thompson	224-2854		
Durbin	IL	SH-711	Patrick	Souders	224-2152		
Feinstein	CA	SH-331	James	Sauls	224-3841		
Fetterman	PA	SR-142	Adam	Jentleson	224-4254		
Gillibrand	NY	SR-478	Jess	Fassler	224-4451		
Hassan	NH	SR-251	Marc	Goldberg	224-3324		
Heinrich	NM	SH-709	Rebecca	Avitia	224-5521		
Hickenlooper	CO	SR-374	Kirtan	Mehta	224-5941		
Hirono	HI	SH-109	Coti	Haia	224-6361		
Kaine	VA	SR-231	Mike	Henry	224-4024		
Kelly	AZ	SH-516	Jen	Cox	224-2235		
King	ME	SH-133	Kathleen	Connery Dawe	224-5344		
Klobuchar	MN	SD-425	Tamara	Fucile	224-3244		
Lujan	NM	SR-498	Carlos	Sanchez	224-6621		
Manchin	WV	SH-306	Wes	Kungel	224-3954		
Markey	MA	SD-255	John	Walsh	224-2742		
Markey	MA	SD-255	Giselle	Barry	224-2742		
Menendez	NJ	SH-528	Jason	Tuber	224-4744		
Merkley	OR	SH-531	Carly	Vandegrift	224-3753		

Democratic Senate Chiefs of Staff

Murphy	CT	SH-136	Allison	Herwitt	224-4041		
Murray	WA	SR-154	Mindi	Linguist	224-2621		
Ossoff	GA	SH-303	Rey	Benitez	224-3521		
Padilla	CA	SH-112	David	Montes	224-3553		
Peters	MI	SH-724	Caitlyn	Stephenson	224-6221		
Reed	RI	SH-728	Neil	Campbell	224-4642		
Rosen	NV	SH-713	Nelson	Araujo	224-6244		
Sanders	VT	SD-332	Misty	Rebik	224-5141		
Schatz	HI	SH-722	Eric	Einhorn	224-3934		
Schatz	HI	SH-722	Reema	Dodin	224-3934		
Schumer	NY	S-221	Mike	Lynch	224-6542		
Schumer	NY	SH-322	Erin	Vaughn	224-6542		
Shaheen	NH	SH-506	Alison	MacDonald	224-2841		
Sinema	AZ	SH-317	Michael	Brownlie	224-4521		
Smith	MN	SH-720	Jeff	Lomonaco	224-5641		
Stabenow	MI	SH-731	Matt	VanKuiken	224-4822		
Tester	MT	SH-311	Dylan	Laslovich	224-2644		
Van Hollen	MD	SH-730	Tricia	Russell	224-4654		
Warner	VA	SH-703	Elizabeth	Falcone	224-2023		
Warnock	GA	SR-416	Mark	Libell	224-3643		
Warren	MA	SH-309	Jon	Donenberg	224-4543		
Welch	VT	SR-124	Ali	Golden	224-4242		
Whitehouse	RI	SH-530	Monalisa	Dugué	224-2921		
Wyden	OR	SD-221	Jeff	Michels	224-5244		
Vice Pres Harris			Grisella	Martinez			

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Senator	State	Location	First	Last	Office Main
Barrasso	WY	SD-307	Dan	Kunsman	224-6441
Blackburn	TN	SD-357	Sean	Farrell	224-3344
Blackburn	TN	SD-357	Jon	Adame	224-3344
Boozman	AR	SD-555	Toni-Marie	Higgins	224-4843
Braun	IN	SR-404	Joshua	Kelley	224-4814
Britt	AL	SH-502	Clay	Armentrout	224-5744
Budd	NC	SR-304	Tucker	Knott	224-3154
Capito	WV	SR-172	Joel	Brubaker	224-6472
Capito	WV	SR-172	JT	Jezierski	224-6472
Cassidy	LA	SD-455	James	Quinn	224-5824
Collins	ME	SD-413	Steve	Abbott	224-2523
Cornyn	TX	SH-517	Drew	Brandewie	224-2934
Cotton	AR	SR-326	Doug	Coutts	224-2353
Cramer	ND	SH-313	Mark	Gruman	224-2043
Crapo	ID	SD-239	Susan	Wheeler	224-6142
Cruz	TX	SR-167	Aaron	Reitz	224-5922
Daines	MT	SH-320	Darin	Thacker	224-2651
Ernst	IA	SR-260	Lisa	Goeas	224-3254
Fischer	NE	SR-454	Emily	Leviner	224-6551
Graham	SC	SR-211	Richard	Perry	224-5972
Grassley	IA	SH-135	Jen	Heins	224-3744
Hagerty	TN	SR-251	Adam	Telle	224-4944
Hawley	MO	SR-115	Chris	Weihs	224-6154
Hoeven	ND	SR-338	Tony	Eberhard	224-2551
Hyde-Smith	MS	SH-702	Doug	Davis	224-5054
Johnson	WI	SH-328	Sean	Riley	224-5323
Kennedy	LA	SR-437	David	Stokes	224-4623
Lankford	OK	SH-316	Michelle	Altman	224-5754
Lee	UT	SR-363	Allyson	Bell	224-5444
Lummis	WY	SR-127A	Kristin	Walker	224-3424
Marshall	KS	SR-479A	Brent	Robertson	224-4774
McConnell	KY	SR-317	Terry	Carmack	224-2541

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McConnell	KY	SR-317	Tiffany	Ge	224-2541
McConnell	KY	S-230	Sharon	Soderstrom	224-3135
Moran	KS	SD-521	James	Kelly	224-6521
Mullin	OK	SH-330	Ben	Cantrell	224-4721
Murkowski	AK	SH-522	Kaleb	Froehlich	224-6665
Paul	KY	SR-295	William	Henderson	224-4343
Ricketts	NE	SR-139	Matt	Miltenberger	224-4224
Risch	ID	SR-483	Ryan	White	224-2752
Romney	UT	SR-354	Liz	Johnson	224-5251
Rounds	SD	SH-716	Kyle	Chase	224-5842
Rubio	FL	SR-284	Mike	Needham	224-3041
Rubio	FL	SR-284	Jessica	Fernandez	224-3041
Schmitt	MO	SR-387	Jimmy	Peacock	224-5721
Scott, Rick	FL	SH-110	Craig	Carbone	224-5274
Scott, Tim	SC	SH-104	Neri	Martinez	224-6121
Sullivan	AK	SH-302	Larry	Burton	224-3004
Thune	SD	SD-511	Ryan	Nelson	224-2321
Thune	SD	S-208	Geoff	Antell	224-2321
Tillis	NC	SD-113	Shil	Patel	224-6342
Tuberville	AL	SR-455	Mary Blanche	Hankey	224-4124
Vance	OH	SR-288	Jacob	Reses	224-3353
Wicker	MS	SR-425	Michelle	Richardson	224-6253
Young	IN	SD-185	John	Connell	224-5623