THE COMMONWEALTH OF MASSACHUSETTS
TRAVEL AUTHORIZATION FORM (Form TAF)

1. Date of Request:	2. Travel Request #:	3. Department/Division:	4. DEPT/ORGN:	5. Appropriation No.:
04/17/2026	TAF-26-05	Operational Services Division	OSD / 0100	1775-0115

6. Name of Traveler(s): Mark Fine	7. Title(s): Assistant Secretary for Operational Services	8. Dates of Travel: August 9-12, 2026

9. Travel Itinerary and Justification

Destination Lansing, MI

To participate in the National Association of State Procurement Officials (NASPO) Executive Development Leadership Program (EDLP) provided to executive leadership positions in state procurement in Lansing, MI August 9 to August 12, 2026

Objective: To identify and position the key knowledge, skills and capabilities required for innovation and thought leadership in public procurement and to create plans for developing these capabilities within state procurement organizations and their leaders. This year's program is designed as a highly customized executive education experience for state procurement leaders, with a focus on interactive AI, solution-oriented innovation, thought leadership, and strategic leadership

The sponsoring organization, NASPO will cover conference attendees' costs, including airfare, rideshare fees, registration, lodging, and meals.

10. Expenses	Personal Funds	MA State Funds	Federal/ Other State Funds
Transportation: (check all that apply) ✓Airfare Personal ✓Rideshare ✓Rental	N/A	N/A	N/A
Lodging: Candlewood Suites, East Lansing, MI	N/A	N/A	N/A
Meals:			
Sub Total(s):			

GRAND TOTAL: See Section 12.

11. Certifications and Authorizations (See G.L. c. 30, §25B)

I hereby certify under the pains and penalties of perjury that, to the best of my knowledge, the above information is true and correct.
Signature of Traveler: Mark Fine — Date: 4/16/26
Mark Fine (Apr 17, 2026 07:44:41 EDT)

I hereby certify that sufficient funds are available for the above-described travel accommodations.
Signature of Agency CFO: Laurie Paskevich — Chief Financial Officer — Date: 04/17/2026
Laurie Paskevich (Apr 17, 2026 07:55:28 EDT)

I hereby authorize the anticipated travel described above and related expenses listed in this form.
Signature of Traveler's Appointing Authority: — Title: Secretary for Administration and Finance — Date:

I hereby authorize the anticipated travel described above and related expenses listed in this form.
Signature of the Traveler's Cabinet Secretary — Date: 4/30/2026
Matthew J. Gorzkowicz

12. Travel Funded By Private Entity, Foreign Government Entity, or Federally Recognized Tribe: Yes

Travel Funded By Private Funds: X Yes ☐No
If Yes $3970.51
Source (Contact Information): Shaquasia Barksdale ; Partnerships Manager National Association of State Procurement Officials (NASPO)
110 West Vine Street – Suite 600 | Lexington, KY 40507
(919) 407-8693 9 | sbarksdale@naspo.org

TRAVEL FUNDED BY PRIVATE SOURCES MUST BE DISCLOSED TO AND AUTHORIZED BY APPOINTING AUTHORITY PURSUANT TO 930 CMR 5.08 (2)(d)(1). FOR THE APPROPRIATE FORM GO TO: https://www.mass.gov/disclosure-forms

13: Upon final approval, the Cabinet Secretary shall ensure that a copy of this form is distributed to:
☐ A&F Budget Director & The Office of the Comptroller (please check once complete)

TRAVEL AUTHORIZATION FORM (Form TAF) - INSTRUCTIONS

1. Date of Request: Date the form is executed by traveler. Approval of this form is required in advance of travel, except in extraordinary circumstances.
2. Travel Request #: Departmental Fiscal Officer may insert internal control or sequence number for audit/tracking purposes.
3. Department/Division: Insert the name of your department and division.
4. DEPT/ORGN: Insert traveler's Departmental MMARS three-letter code and four-digit Organization Number.
5. Appropriation Number: Insert the appropriation number against which travel purchases are to be encumbered and expended.
6. Name(s) of Traveler(s): List names of traveler(s) traveling on the same itinerary.
7. Title(s): Position/Title of each traveler.
8. Dates of Travel: List the departure and return dates of travel.
9. Travel Itinerary and Justification: The traveler should provide the destination and a brief summary of the trip itinerary. State the sponsoring organization. Supporting documentation may be attached.
10. Expenses:
    a. Personal Funds: Indicate the amount of personal funds that are to be used and for which reimbursement will not be sought.
    b. MA State Funds: Indicate the total funds that will be expended by the Department on behalf of the state employee traveler, either in direct payment to a travel service vendor, charge account vendor, or through employee reimbursements.
    c. Federal/Other State Funds: Indicate the total funds that will be expended by the federal government or another state on behalf of the state employee traveler, either in direct payment to a travel service vender, charge account vendor, or through employee reimbursements.
    d. Transportation: Include the total round-trip travel fare for a common carrier (air, rail bus, etc.). If using a personal vehicle, indicate the rate per mile that is reimbursable under the relevant provisions of current Collective Bargaining Agreements for union members or applicable Rules for non-union employees.
    e. Lodging: Include the total hotel room and tax expenditure. Use more than one line if more than one hotel property is used.
    f. Meals: Indicate the total reimbursable amount for meals. It is not necessary to break out the individual amounts for each meal. This will be accounted for in attached receipts and departmental internal control procedures.
    g. Other: State type and amount of any anticipated expenses not otherwise named, such as telephone calls.
    h. Sub Total: Total the dollar expenditure expected for each column.
    i. Grand Total: List the grand total for the trip. (The sum of the sub totals for Personal Funds, MA State Funds, and Federal/Other State Funds)
11. Certifications and Authorizations: In accordance with state law, the traveler must receive approval from the appointing authorities and officers listed in this form. Approval is required in advance of travel, except in extraordinary circumstances.
12. Travel Funded By Private Entity, Foreign Government Entity, or Federally Recognized Tribe: A state employee may not accept an offer from a private entity or individual, foreign government entity, or federally recognized tribe subsidizing travel and related expenses worth $50 or more unless an exemption applies under the conflict of interest law, M.G.L. c. 268A, §§3, 23(b)(2) and 23(b)(3), and related regulation 930 CMR 5.05(2). An exemption may apply if the employee makes the proper disclosure and his or her appointing authority determines that the travel will serve a legitimate public purpose that is not outweighed by a private benefit. See 930 CMR 5.08 (2)(d)(1). Disclosure of private funding on the TAF alone will not meet the requirements of the state conflict of interest law. The State Ethics Commission has developed a form that should be used for both the disclosure and determination. Go to https://www.mass.gov/disclosure-forms.
13. Distribution to A&F and CTR: Per M.G.L. Chapter 30, Section 25B, approval shall be filed with the A&F Budget Director and the Office of the Comptroller. To ensure compliance, approving authorities can now send digital copies to TAF@mass.gov to ensure both offices receive approved TAFs. Copies can also be sent physically to both offices, if preferred.

DISCLOSURE BY NON-ELECTED PUBLIC EMPLOYEE
OF TRAVEL EXPENSES SERVING A LEGITIMATE PUBLIC PURPOSE
AS REQUIRED BY 930 CMR 5.08(2)(d)1.

	NON-ELECTED PUBLIC EMPLOYEE INFORMATION
Name of **non-elected** public employee:	Mark Fine
Title/ Position	Assistant Secretary for Operational Services
Agency/ Department	Operational Services Division (OSD)
Agency address:	1 Ashburton Place, Room 1608 / Boston, MA 02108
Office phone:	(617) 720-3330
Office e-mail:	Mark.Fine@mass.gov
Write an X to confirm each statement.	I am filing this disclosure because: _X_ I am going to engage in an activity that serves a legitimate public purpose, i.e., it is intended to promote the interests of the Commonwealth, a county or a municipality; and _X_ A non-public entity (but not a lobbyist) has offered to reimburse, waive or pay travel expenses and costs worth more than $50.
	ACTIVITY THAT SERVES A LEGITIMATE PUBLIC PURPOSE
Describe the activity which is the reason for traveling.	To attend the 2026 NASPO Executive Development Leadership Program, a highly customized executive education experience for senior state procurement leaders.
Describe your participation in the activity.	I plan to participate as one of thirty state procurement leaders in the program. I am very interested in this year's focus on interactive AI.
Date, time, and location of activity.	Sunday, August 10 – Wednesday, August 13, 2024 The James B. Henry Center for Executive Development Michigan State University 3535 Forest Road Lansing, MI 48910-3831
Please explain how the activity will promote the interests of the	To identify and position the key knowledge, skills and capabilities required for future state CPOs and to create plans for developing these capabilities within state procurement organizations.

Commonwealth, a county, or a municipality.	
	TRAVEL EXPENSES
Identify the person or organization that offered to reimburse, waive, or pay your travel expenses.	Shaquasia Barksdale ; Partnerships Manager National Association of State Procurement Officials (NASPO) 110 West Vine Street – Suite 600 | Lexington, KY 40507 (919) 407-8693 9 | sbarksdale@naspo.org
Address of person or organization.	110 West Vine Street – Suite 600 Lexington, KY 40507
Provide information in as much detail as possible:	
Transportation:	**Air, Vehicle Rental and Rideshare**: Airfare: Roundtrip Boston, MA to Detroit, MI: $314.00 Baggage Fees Roundtrip: $100.00 Individual Rideshare: Roundtrip home to airport: $130.00 Car rental $324.51 Total = $868.51
Lodging:	**Overnight Accommodations**: Lodging Candlewood Suites E. Lansing, MI: 3 nights @ $122 Total = $366.00
Meals:	**Breakfast**, **lunch**, **dinner**, **special events**: Meals not covered by event up to $59/day: using per diem rates Per Diem Rate 4 days @ $59/day = $236 Meal Total = not to exceed $236
Admission:	**Registration**, **admission**, **tickets**, **etc**.: Program Fee = $2,500
Total:	$3970.51
Write an X beside any statement that applies.	__x__ **I have attached the relevant itinerary**. __x__ **I have attached the relevant agenda**.
Employee Signature:	Mark Fine (Apr 17, 2026 07:44:41 EDT)
Date:	

Attach additional pages if necessary. **Complete the disclosure and submit it to your appointing authority**.

DETERMINATION BY APPOINTING AUTHORITY

	APPOINTING AUTHORITY INFORMATION
Name of Appointing Authority:	Matthew Gorzkowicz
Agency and Title/Position:	Secretary for Administration and Finance
Agency address:	State House, 24 Beacon Street, Room 373, Boston, MA 02133
Office phone:	617- 727-2040
Employee who filed the disclosure:	Mark Fine
	DETERMINATION
To give approval, check <u>both</u> statements.	Upon consideration of the facts disclosed by the employee above, I find that: __X_ Acceptance of the reimbursement, waiver or payment of travel expenses will serve a legitimate public purpose, i.e., it will promote the interests of the Commonwealth, a county, or a municipality; AND __X_ Such public purpose outweighs any special non-work-related benefit to the employee or the person providing the reimbursement, waiver or payment.
Reason that the employee's travel or attendance will serve a legitimate public purpose:	Mark's participation in the NASPO Executive Development Leadership Program is an opportunity to attend valuable educational sessions to enhance knowledge and expertise in promoting best practices, and procurement programs, while networking with other public procurement leaders to share ideas and develop business relationships.
Appointing Authority Signature:	
Date:	

Attach additional pages if necessary.

The appointing authority should maintain the disclosure as a public record and give a copy of any signed determination to the employee.

From: Shaquasia Barksdale
To: Fine, Mark (OSD)
Cc: Brandi Ann Willard
Subject: Follow-Up: 2026 NASPO Executive Development Leadership Program (Aug. 9–12)
Date: Monday, March 23, 2026 6:18:56 AM

Hello Mark,

I hope you're doing well. I'm following up on the invitation sent on Wednesday, March 18th regarding the 2026 NASPO Executive Development Leadership Program, hosted by Michigan State University, taking place August 9–12.

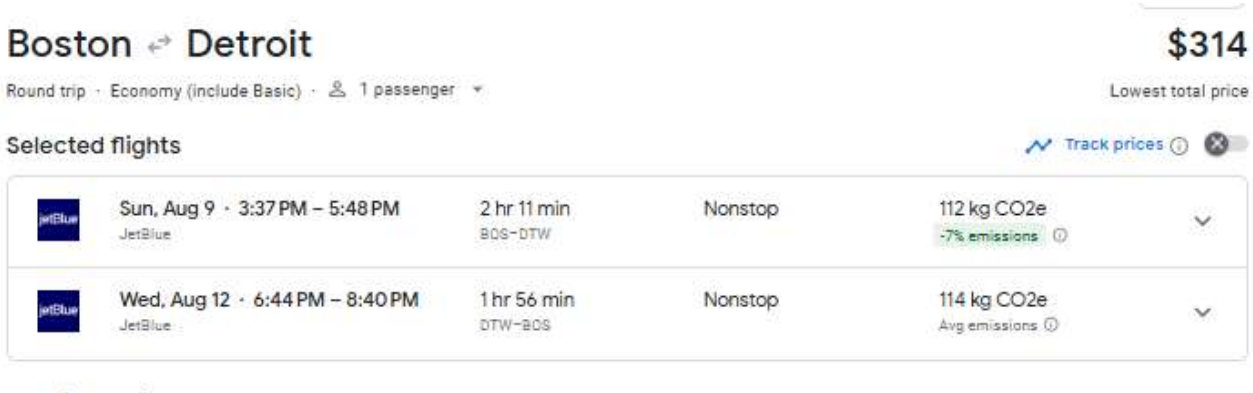
We want to ensure you received the invitation and to see whether you plan to attend or would like to nominate a deputy or senior leader from your office to participate. This year's program is designed as a highly customized executive education experience for state procurement leaders, with a focus on interactive AI, solution-oriented innovation, thought leadership, and strategic leadership.

NASPO will cover full tuition for invited members, including travel and lodging. Attendance is limited to the first 30 confirmed participants, so we kindly ask that you confirm your attendance—or submit a nomination—by Wednesday, April 1, 2026.
To help ensure a meaningful and cohesive experience for all, we ask that participants plan to fully engage and attend all days of the program. If you're unable to commit to the full schedule, we welcome a nomination from your leadership team.
Please feel free to reach out if you have any questions. I'm happy to assist and look forward to hearing from you soon.

Warm regards,

NASPO is committed to providing excellent service. Please help us continue to improve by taking this brief survey.

Shaquasia Barksdale
Pronounce: shuh-KWAY-zhuh BARRKZ-DAYL
Partnerships Manager
National Association of State Procurement Officials (NASPO) 110 W. Vine Street,
Suite 600 | Lexington, KY 40507
(919) 407-8693 Office | sbarksdale@naspo.org
www.naspo.org | www.naspovaluepoint.org



2026 NASPO EXECUTIVE DEVELOPMENT LEADERSHIP PROGRAM:

DRIVING INNOVATION & THOUGHT LEADERSHIP IN PUBLIC PROCUREMENT

Detailed Agenda

Objective
To identify and position the key knowledge, skills and capabilities required for innovation and thought leadership in public procurement and to create plans for developing these capabilities within state procurement organizations and their leaders.

Sunday, August 9,

6:30 – 8:30 p.m.	Welcome Reception	Four Seasons Lounge
8:30 – 11:00 p.m.	Informal Hospitality	Four Seasons Lounge

Monday, August 10

7:00 – 8:00 a.m.	Breakfast	Atrium
8:00 – 8:30 a.m.	**Welcome & Overview** *Dave Frayer* • Introductions • Expectations • Desired Outcomes & Action Planning Template	A170 Henry Center
8:30 – 9:15 a.m.	**Innovation & Thought Leadership in Public Procurement** *Carlos Mena* • Framing Innovation in Public Procurement • Thought Leadership and Becoming a Trusted Advisor • Opportunities & Challenges	A170 Henry Center
9:15 – 9:30 a.m.	Break	Atrium
9:30 – 10:45 a.m.	**Current Challenges Workshop** *Carlos Mena* • Top Challenges Discussion • Synthesis & Implications for Innovation & Thought Leadership in Public Procurement	A170 Henry Center
10:45 – 11:00 a.m.	Break	Atrium
11:00 – 12:00 noon	**From Insight to Impact: Demystifying AI in Procurement Through Real-World Practice** *TBD* • Emerging trends and risks in AI-powered sourcing and contract management • How industry leaders are balancing innovation, compliance, and ROI • Key lessons from real-world AI adoption in procurement	A170 Henry Center
12:00 – 1:00 p.m.	Lunch • Group Photograph	Atrium
1:00 – 3:15 p.m.	**Ideation & Design Thinking Workshop – Part 1** *Ken Szymusiak*	A170 Henry Center & Breakout Rooms

- Overcoming Mental Barriers
- Framing the Challenge

3:15 – 3:30 p.m.	Break	Atrium

3:30 – 4:45 p.m.	**Leadership, Communication and Driving Change – Part 1**
	Carlos Mena
	• Overview & Current Assessment
	  ○ Leadership
	  ○ Communication
	  ○ Driving Change
	  ○ Innovation
	  ○ Critical Thinking
	• Leadership Assessments
		A170 Henry Center & Breakout Rooms

4:45 – 5:15 p.m.	Personal Time	
5:15 – 6:30 p.m.	Bus Departure/ MSU Campus Tour	Henry Center Entrance
6:45 – 8:30 p.m.	Off-Site Dinner	TBD
8:30 – 11:00 p.m.	Informal Hospitality	Four Seasons Lounge

Tuesday, August 11

7:00 – 8:00 a.m.	Breakfast	Atrium

8:00 – 10:00 a.m.	**Leadership, Communication and Driving Change – Part 2**
	Carlos Mena
	• Overview & Current Assessment
	  ○ Leadership
	  ○ Communication
	  ○ Driving Change
	  ○ Innovation
	  ○ Critical Thinking
	• Leadership Assessments
	• Workshop Discussion
	• Report-Out
		A170 Henry Center & Breakout Rooms

10:00 – 10:15 a.m.	Break	Atrium

10:15 – 12:00 noon	**Process & Policy Comprehension**
	Carlos Mena
	• Overview & Current Assessment
	  ○ Policies & Regulations
	  ○ Program & Project Management
	  ○ Contracting Process
	• Workshop Discussion
	• Report-Out
		A170 Henry Center & Breakout Rooms

12:00 – 1:00 p.m.	Lunch	Atrium
1:00 – 3:15 p.m.	**Ideation & Design Thinking Workshop – Part 2** *Ken Szymusiak* • Generating Ideas • Testing / Learning • Implementation	A170 Henry Center & Breakout Rooms

3:15 – 3:30 p.m.	Break	Atrium
3:30 – 5:00 p.m.	**Procurement Talent Recruitment & Development** *Dave Frayer* • Current Knowledge & Skill Requirements • Future Knowledge & Skill Requirements • Expectations & Gaps • Future Plans	A170 Henry Center
5:00 – 6:00 p.m.	Personal Time	
6:00 – 8:00 p.m.	Reception & Dinner • Award Certificates	U-Club Ballroom
8:00 – 11:00 p.m.	Informal Hospitality	Four Seasons Lounge

Wednesday, August 12

7:00 – 8:00 a.m.	Breakfast	Atrium

8:00 – 9:45 a.m.	**Functional Requirements & Analytical Skills**
	Dave Frayer
	• Overview & Current Assessment
	  ○ Requirements Planning & Understanding
	  ○ Spend Analysis
	  ○ Cost & Price Analysis
	  ○ Market Analysis
	  ○ Problem-Solving & Critical Thinking
	  ○ Risk Analysis & Management
	  ○ Negotiations
	  ○ Contract Management & Administration
	  ○ Innovative Outcomes
	• Workshop Discussion
	• Report-Out
		A170 Henry Center & Breakout Rooms

9:45 – 10:00 a.m.	Break	A170 Henry Center

10:00 – 12:00 noon	**Engagement & Alignment**
	Carlos Mena
	• Overview & Current Assessment
	  ○ Internal Customer Alignment & Expertise
	  ○ Market Alignment & Expertise
	  ○ Supplier Engagement
	• Workshop Discussion
	• Report-Out
		A170 Henry Center & Breakout Rooms

12:00 – 1:00 p.m.	Lunch	Atrium
1:00 – 2:45 p.m.	**Ideation & Design Thinking Workshop – Part 3** *Ken Szymusiak* • Crafting an Innovation Pitch • Developing a Culture of Innovation	A170 Henry Center & Breakout Rooms
2:45 – 3:00 p.m.	**Conclusion & Evaluation** *Dave Frayer*	A170 Henry Center