



**DEPARTMENT OF VETERANS AFFAIRS**  
**Deputy Assistant Secretary for Acquisition and Logistics**  
**Washington, DC 20420**

**IL 049-07-11**  
**August 30, 2007**

**OFFICE OF ACQUISITION AND LOGISTICS INFORMATION LETTER**

**TO:** Under Secretaries for Health, Benefits, and Memorial Affairs; Assistant Secretary for Management; Executive-In-Charge, Office of Construction & Facilities Management; Veterans Integrated Service Network Directors; Directors, VA Medical Center Activities, Domiciliary, Outpatient Clinics, Medical and Regional Office Centers, and Regional Offices; Directors, Denver Acquisition and Logistics Center, Austin Automation Center, Records Management Center, VBA Benefits Delivery Centers, and the VA Health Administration Center; and the Executive Director and Chief Operating Officer, VA National Acquisition Center

**ATTN:** Head of the Contracting Activity  
All VA Contracting Officers

**SUBJ:** Integrated Product Team Requirement

1. The purpose of this Information Letter is to provide guidance on implementing the use of Integrated Product Teams (IPTs) for Department of Veterans Affairs (VA) acquisitions. Effective October 1, 2007, the use of IPTs is mandatory for all new acquisitions estimated at \$5,000,000 or more, including options. IPTs are also recommended for complex acquisitions less than \$5,000,000 when there is considerable technical, program, or business risk to the Government.

2. An IPT is a cross-functional team that works collaboratively to develop strategies and approaches to meet particular objectives. IPTs have been used successfully by acquisition teams to develop acquisition strategies and streamline the process. Acquisition IPTs are made up of subject matter experts from the program office, procurement, and legal counsel and advisors to the IPT. IPTs bring together the principal stakeholders and focus efforts on establishing critical elements of the acquisition:

- Define and refine the technical requirements
- Discuss risks and develop mitigation strategies
- Determine the optimal acquisition strategy in balancing agency requirements
- Decide on the acquisition timing and process to ensure success

2.

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- Allow oversight and General Counsel representatives to guide the overall process to ensure success
- Accomplish effective lifecycle acquisition, contract, and performance management to provide the best value to the VA user

3. The role of each member of the team is to exercise personal initiative and sound business judgment in developing the acquisition plan to provide the best possible products and services to meet the VA mission. Members should work together as a team and be empowered to make decisions within their area of responsibility. The goal of the team is to satisfy the customer in terms of cost, quality, and timeliness of the delivered product or service.

4. IPTs may require a facilitator to keep the group focused and on schedule. In most cases, a professional facilitator with acquisition experience will enhance the process. If a facilitator is used, the program office is responsible for obtaining and paying for those services.

5. If an acquisition is estimated at \$5,000,000 or more does not seem suited to the IPT process, a request for waiver of this requirement must be forwarded to the Associate Deputy Assistant Secretary for Acquisitions (049A) for consideration through the Acquisition Program Management Division (049A5R). Individual waivers may be authorized on a case-by-case basis. The request for waiver will include a justification based on the facts of the mission need and situation. Poor planning will not normally constitute a valid reason for requesting a waiver.

Questions on this issue should be addressed to the Acquisition Policy Division (049A5A) at (202) 273-7808.

/s/C. Ford Heard  
Director  
Acquisition Resources Service

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