



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

Combat Footwear Contract  
Re-Let Industry Day  
March 2015

# Defence Clothing Team: Agenda

- Admin Briefing – [REDACTED] (JFC Requirements Manager)
- Introduction – [REDACTED] (Team Leader)
- Setting the Scene – [REDACTED] (Chief of Staff)
- The Schedule – [REDACTED] (Project Manager)
- Requirement – [REDACTED]
- Technical Guidance – [REDACTED] (Snr Product Manager) / [REDACTED] (Technical Manager )
- Storage and Distribution – [REDACTED] (DepSSCM) / Ian Whitton (Ops & SSP)
- Initial Questions - [REDACTED]
- Reflection/Break - [REDACTED]
- Trials – [REDACTED]
- Commercial Guidance – [REDACTED] (Senior Commercial Officer)
- AWARD – [REDACTED]
- Individual Clinics – [REDACTED]
- Wash Up/Questions - [REDACTED]
- Summary – [REDACTED] (Team Leader)



Ministry  
of Defence



**LOGISTIC COMMODITIES  
& SERVICES**

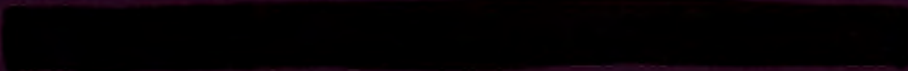
[REDACTED]  
Team Leader  
Defence Clothing



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES



Chief of Staff  
Defence Clothing



# Setting the Scene

Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- This event is a consultation. Your feedback will help us refine the process prior to the formal launch.
- Our task is to find boots that meet the requirement. We aim to find the best boots, for the money, in the time available.
- The event should help you understand our intent for:
  - the competition timescale
  - the requirement
  - the value of the various lots
  - the trials process and lab testing requirements
  - the evaluation and down select criteria
- Please ask questions
- Please give us feedback
- Remember this is a consultation and that we intend to make changes.



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

[REDACTED]  
Project Manager  
Defence Clothing

The Project Plan

# INTRODUCTION

- Defence Clothing (DC) Team follows SMART procurement policy for all new and modified products in its inventory through the CADMID cycle:
  - C – Concept
  - A – Assessment
  - D – Demonstration
  - M – Manufacture
  - I – In-Service
  - D – Disposal
- As the Project Manager I am responsible for the process from Concept to In-Service.
- I am also responsible for driving the project through the acquisition cycle to cost, schedule and quality.

# AIM

To ensure the supplier understands the  
project timelines



# COMBAT FOOTWEAR RE-LET TIMELINE

Industry Day	Invitation to Tender Published (Advert)	Tender Return Date	Tender Evaluation Completed
10 <sup>th</sup> & 12 <sup>th</sup> Mar 15	5 <sup>th</sup> May 15	14 <sup>th</sup> Jul 15	25 <sup>th</sup> Aug 15

## Legend:

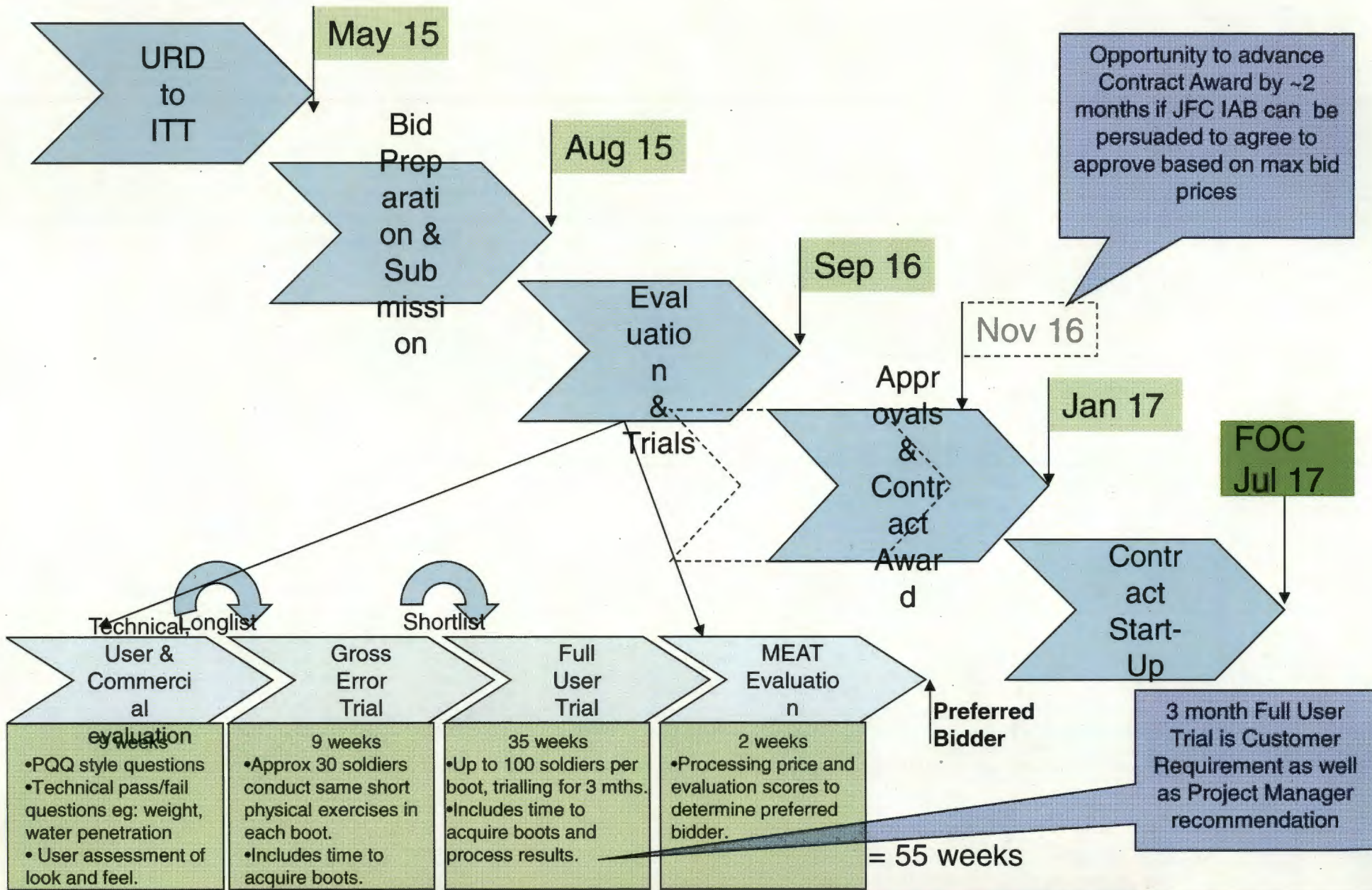
- Ochre – Commercial Manager Activity.
- Green – Requirements Manager Activity.
- Red – Inventory Manager Activity.

# COMBAT FOOTWEAR RE-LET TIMELINE

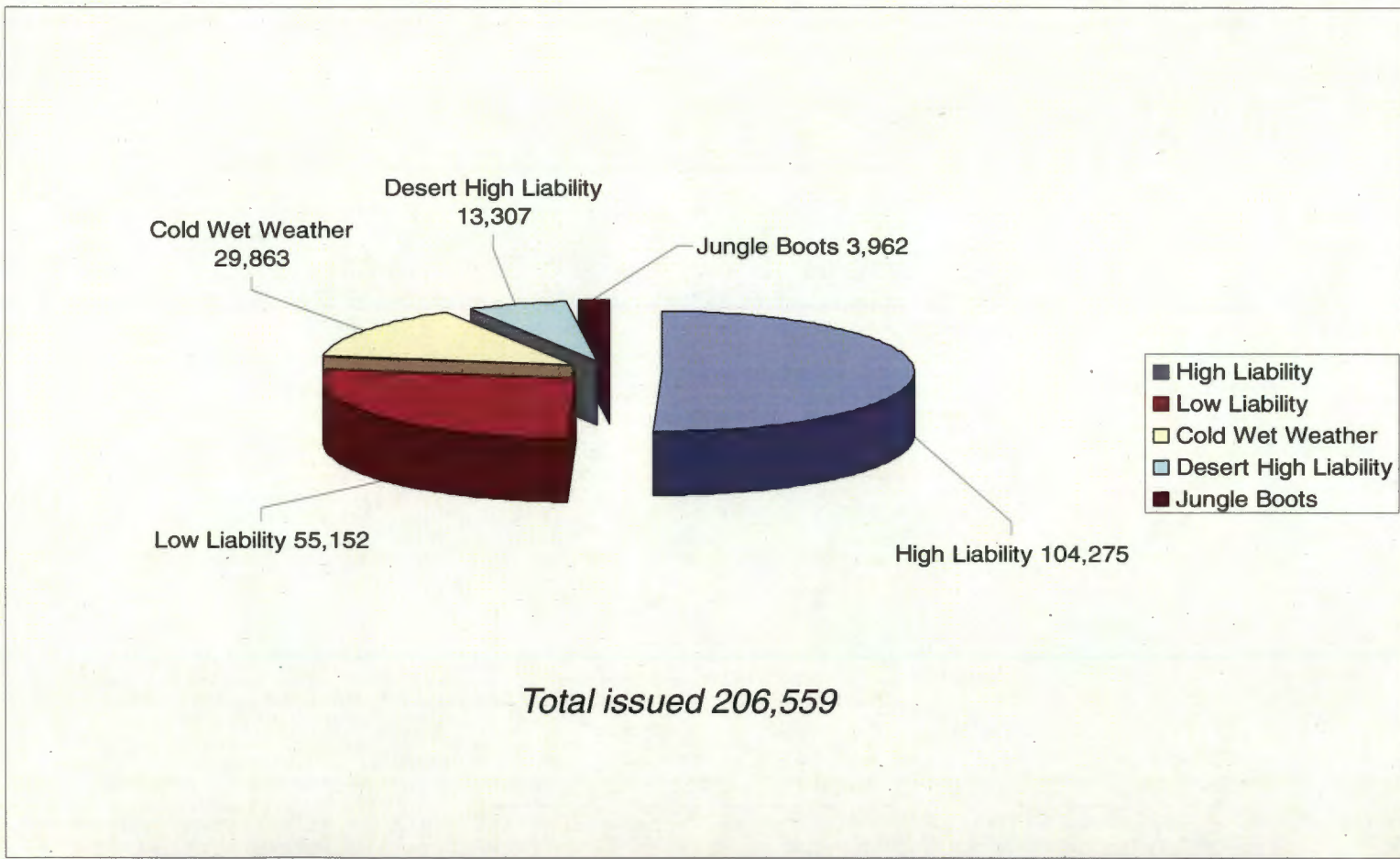
User Assessment Panel	Obtain Gross Error Trial Boots	Gross Error Trial (GET)	Gross Error Trial Report and Evaluation	Obtain Full User Trial (FUT) Boots	Full User Trial (FUT)	FUT Report & Tender Evaluation
3x Weeks	6x Weeks	5x Weeks	2x Weeks	11x Weeks	16x Weeks	8x Weeks

# COMBAT FOOTWEAR RE-LET TIMELINE

MEAT Calculations	Identify Preferred Bidder	Pre Contract Review	Contract Award Notification	De-Brief Unsuccessful Bidders	Contract Award	IOC	FOC (First Deliveries)
2x Weeks	09 <sup>th</sup> Sep 16	2x Weeks	1x Week	2x Weeks	19 <sup>th</sup> Jan 17	02 <sup>nd</sup> Mar 17	06 <sup>th</sup> Jul 17



# ANNUAL CONSUMPTION RATES Yr 14/15



# SUMMARY

- DC Project Team has a number of milestones to meet.
- Start-up Period – 6 months.
- The 'Project Timelines' and the 'Process' will be clear to you as the supplier!
- This process I have discussed forms part of the consultation period.



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

[REDACTED]  
Joint Force Command

The Requirement



Ministry  
of Defence



There is an enduring requirement to provide combat footwear in order to support operational and routine tri-service requirements.

Estimated project value of up to £84M over 7 years.

The re-let is expected to result in contract award January 2017, with an estimated 6 months for start-up activity prior to delivery in Jul 17.





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

The user requires combat footwear to allow a full range of dismounted and mounted operations to be conducted across the full range of environmental conditions.

*'...light, agile force[s] constructed for combat that [are] capable of defeating comparable adversaries and [are] optimised for understanding and for the delivery of influence in order successfully to deliver the full range of tasks required of a military in a dynamically changing and complex operating environment' CD Cbt Conemp*



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## KEY REQUIREMENT

Type	Temp Range	Supply	Male/Female	Weight/height
Combat HL	+35 to -10DegC	Two Options	5-15/3-9	1.75Kg/180mm
Desert HL	+45 to -5DegC	Two Options	5-15/3-9	1.5Kg/180mm
Cold&Wet	+20 to -19DegC	One Option	5-15/3-9	2Kg/200mm
Jungle	+45 to 0DegC	One Option	5-15/3-9	1Kg/220mm
Patrol	+35 to -5DegC	One Option	5-15/3-9	1.5Kg/180mm



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## KEY REQUIREMENT

Type	CBRN	Yeti Gaiter	Public Order	Routine	Ops	Duration
Combat HL	Yes	No	No	Yes	Yes	6 Months
Desert HL	Yes	No	No	Yes	Yes	6 Months
Cold&Wet	Yes	Yes	No	Yes	Yes	6 Months
Jungle	No	No	No	Yes	Yes	6 Months
Patrol	Yes	No	Yes	Yes	No	12 Months



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## KEY REQUIREMENT

Type	Cbt HL	Des HL	Cold & Wet	Jungle	Patrol
Quick Dry Out	Yes	Yes	Maybe	Yes	Maybe
Waterproof Lining	Maybe	Maybe	Yes	No	Maybe
Colour (Black or Brown)	Both	Both	Both	Brown	Both
Material	Any	Any	Any	Any	Leather
Sock	GS	Desert	Arctic	GS	GS



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## EVALUATION CRITERIA

1. Comfort – 15%
- Fit – 15%
3. Quick Drying – 12%
- Support – 12%
5. Agility – 10%
6. Weight – 9%
7. Water Repellent – 8%
8. Protection for sewage, oils and other hazards – 7%
9. Aesthetic appeal – 6%
- Maintainable – 6%



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## GENERAL OVERVIEW

### Patrol Boot

All leather  
VfM – capped price (tbc)  
Maintainable /polish  
Camp tasks, basic fitness  
Aesthetically pleasing  
To last 12months  
Public Order  
Water repellent  
Driving and general duties.

### Remaining Op Boots

Any material  
High quality  
Maintainable  
Field tasks, all levels of fitness  
To last 6 month op tour  
Water Repellent vs dry out  
Easy to get on and off  
Driving, rope work, aviation ops and  
ladder work.



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

[REDACTED]  
Senior Product Manager - Footwear  
Defence Clothing

Product Development -  
Specifications, Test Reports & QA



Ministry  
of Defence



## SPECIFICATION DEVELOPMENT

Reviewed current specifications & test requirements against the new URD.

Base-lining the current range of boots against new URD. This includes testing some of the boots -

Combat HL & Cold & Wet:

SATRA TM 230 - Dynamic Water Resistance including Mass Gain

SATRA TM 436 - Thermal Insulation (Dry & Wet)

Combat HL:

Drying Time after total immersion in water





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## PROPOSED SPECIFICATION TESTING

Type	Combat HL	Desert HL	Cold & Wet	Jungle	Patrol
SATRA TM 230	Yes	-	Yes	-	Yes
SATRA TM 436	Yes	-	Yes	-	-
Drying Time after Immersion	Yes	-	-	-	-
BS EN ISO 20347 Slip Resistance	Yes	Yes	Yes	-	Yes
BS 7971-5 Flame Resistance	-	-	-	-	Yes
BS EN ISO 20345 Penetration Resistance	-	-	-	Yes	-



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## PROPOSED TESTING

Defence Clothing may carry out laboratory testing detailed in the specifications at any time during the evaluation period, including at the end of the FUT.



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## SUBMITTED SAMPLES & DOCUMENTATION

All samples are to be submitted by 14 July 2015, in black, except for Desert HL to be supplied in “sand” colour. Swatches of upper materials in Mid Brown will be required at this stage.

Test reports & all other documentation detailed in the specification shall be provided, at the same time, for each boot e.g. suppliers own detailed specification, last data for male & female etc.

All samples and trial boots to be de-branded.

All submissions will be marked & scored against criteria stated in the specification.



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## TEST REPORTS

All testing must be to THE test methods stated in the specifications

All test shall be conducted by independent laboratories. Laboratories shall be accredited by the United Kingdom Accreditation Scheme (UKAS) or an equivalent body recognised by the Multi-Lateral Recognition Agreement (MLA).



Ministry  
of Defence



## BS EN ISO 9001

Certification shall be submitted.

The certification shall be within the scope of this requirement  
i.e. manufacture and/or distributor of footwear.

AQAP 2110 will apply to the tender & contract.

AQAP 2105 a “Deliverable Quality Plan” may be required



Ministry  
of Defence



**LOGISTIC COMMODITIES  
& SERVICES**

[REDACTED]  
Operational & SSP SCM

Supply & Distribution



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## INVENTORY

- Lead times:
  - Must be realistic achievable lead-times
  - Failure to adhere to lead times will have a negative effect on our planning
- Estimates:
  - Forecasts will be provided on award of contract
  - Initial forecast will be for 3, 6 and 12 months
  - 3 & 6 month forecasts will be provided there after on a quarterly basis
- Deliveries:
  - Deliveries must be made to the address stated on the order
  - Deliveries into depot must comply with DefCon 129J and the DefStans within it
  - Some orders, such as outsize and 'Buy As Required' items will be required to be directly delivered to units
- Orders:
  - Review cycle is quarterly
  - There may be occasions where this cycle must be broken, due to surge consumption, support to Operations etc



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

Questions?





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

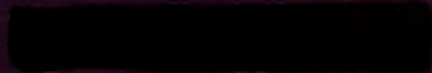
# Reflection



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES



R & D Manager

Trials



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## DOWN SELECTION TIME LINE

Process to down select boots from an unknown number at the beginning to the 20 options being taken into the Full User Trial

<b>Boot Assessment phase</b>	<b>User Assessment Panel</b>	<b>Gross Error Trial (GET)</b>	<b>Full User Trial</b>
<b>July -August 15</b>	<b>August-September 15</b>	<b>October – December 15</b>	<b>March- July 16</b>



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## BOOT ASSESSMENT PHASE

- Simple evaluation of boots laboratory performance against a baseline of the current boot performance.
- Required tests defined in the ITT\*
- Boots which perform to a lower level than the in-service boot will be removed from the process.
- Please test boots to the final end point rather than the specified performance as the test results may be taken into consideration later.

\* As briefed by Product Delivery Manager



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## USER ASSESSMENT PANEL

- A panel of subject matter experts and users who will examine the boots and based on their knowledge select the boots to be taken forward to the Gross Error Trial
- User Assessment Panel will be done in a structured manner with key factors being scored.
- As far as possible identifying marks will be removed or covered.
- Aim is to reduce numbers down to 72 options to be taken to the Gross error trial
- If it is not possible to get down to 72 than the performance of the boots in the Technical Assessment will be taken into account .



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

In **Marching Order** a Lt Inf soldier will be able to cover 20km carrying 40kg in a 24 hour period.

In **Assault Order** a Lt Inf soldier should carry no more than 25kg.

*“Two essential conditions constitute the strength of the infantry: That the men be good walkers and inured to fatigue. That the firing be well-executed.” Marshal of France Ney (1834).*



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## GROSS ERROR TRIAL

- A 1.5 day evaluation of the 72 types of boots which will contain
  - Running
  - Assault
  - Drill
  - Driving
- All activities will be carried out in the same manner and each set of boots will be worn by 4 males and 4 females
- Boots will be fitted by podiatrists
- The triallists will fill in a questionnaire giving their opinion of what was the good and bad points of each boot and in-put from Trials Team
- Intention is to down select to 20 options for Full User Trial



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## FULL USER TRIAL

- A three month trial by users doing their normal daily tasks
- Nominally it will be four candidates for each type of boot.
- 100 pairs required for each type of boot except for patrol boot which will be 150 as it is used by a much wider group of users.
- Triallists will be experienced personnel and they will be operating in the appropriate climatic zone.
- At specific points all triallists will be asked to carry out specific tasks such as a long run or assault course
- Triallists will fill in a questionnaire and that will be the basis of the final down select





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

[REDACTED]  
Commercial  
Defence Clothing

Commercial



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

MoD is obliged to comply with the EU Procurement Regulations which are designed to ensure a free market for the supply of goods, services and works across the EU. The key principles are:

- Non-discrimination (on grounds of nationality)
- Equal treatment (of all Suppliers in any procurement context)
- Transparency (to ensure that all parties can see that the MoD is acting in a fair and non-discriminatory manner)
- Mutual recognition (of equivalent documents, standards and certificates from other EU member states)
- proportionality (in essence ensuring that MoD only does what is necessary for or "proportionate" to what it is seeking to do)
- In summary this means that competition is the default route to market and requirements are advertised in the Official Journal of the European Union (OJEU)



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- The MoD is likely to use a system of down selection for this requirement (more details to follow)
- Contract duration up to a maximum of 7 years – max duration for framework agreements increases from 4 to 7 years under DSPCR. This requirement is likely to be for an initial 5 year period with two 1 year options.
- The requirement will be divided up into Lots
- Bidders will be allowed to bid for 1 or more Lots (on a Lot by Lot basis)
- No Reverse Auction. Best Firm Price/Tender Board - First & Final Offer
- MEAT - The most economically advantageous tender takes account of qualitative and technical aspects of the tender submission as well as price
- Pricing - To be confirmed but may be based on a period of Firm Prices (say 4/5 years) followed by a period (2/3 years) when prices are agreed subject to a pre-determined formula
- P2P (Purchase to Payment) enables electronic purchasing to take place -

[www.d2btrade.com](http://www.d2btrade.com)



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

Clinics



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

DE&S

AWARD

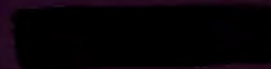
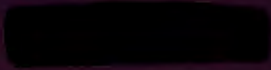


Ministry  
of Defence



**LOGISTIC COMMODITIES  
& SERVICES**

# Defence Clothing Combat Footwear



Principal Consultant

There are notes attached to this slide.





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- About Commerce Decisions
- About AWARD
- Compliance
- Cost
- Qualitative Criteria
- Weighting
- MEAT / Decision



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

## Mission

Making a difference by helping people around the world benefit from the right procurement decisions being made on important projects





# Over 200 customers across multiple sectors supporting over £100bn of projects



Ministry of Defence



LOGISTIC COMMODITIES & SERVICES

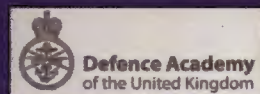
## Government



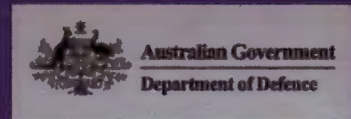
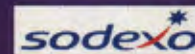
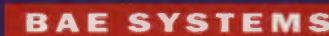
## MOD



MINISTRY OF DEFENCE



## Commercial International





Ministry  
of Defence

# Commerce Decisions Services - Expertise



LOGISTIC COMMODITIES

## Procurement services

The Commerce Decisions professional services team is well-established, and widely recognised as a thought-leader in the procurement sector.

### Managing and supporting evaluations using AWARD\*

- Configuration
- Bidder guidance
- Evaluation
- Reporting



### Training

- AWARD\* tool training
- Evaluator briefing
- Principles of Tender Evaluation
- Weighting workshops



### Structured Criteria Development (SCD)

- Developing complete and clear criteria
- Ensuring the desired solution is sought
- Seeking the right information from bidders
- Ensuring effective procurement decision-making



### Relative Value for Money (RVfM)

- Combining price/cost and qualitative considerations
- Sequencing of decisions
- Developing measurement scheme(s)
- Analysing importance/weighting





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- enables teams to collaboratively qualify, select and negotiate bidders
- is web-based – suitable for any project size
- enables document linking and searching technology
- increases both the efficiency and quality of the evaluation process
- provides evaluation management tools – including progress monitoring
- provides analysis tools used to identify the strengths and weaknesses of the proposals and produce evaluation reports
- provides a detailed audit trail for debrief and audit
- enables Bidders to add answers and references to the buyers' questions
- enables interaction with bidders & clarification management



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- There will be a number of compliance questions.
- These will be related to the requirements and contract
- These will be examined and the solution accepted
- Only bidders that have provided an acceptable compliant response will be considered in the MEAT



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- Costs will be calculated from your prices and MoD cost models
- The difference between the costs for different bidders can then be used in the MEAT formula
- This will be explained in the ITT



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- A number of criteria will be designed to differentiate between the bids.
- The criteria will explain the scoring guidance that we are going to use when scoring.
- All of the criteria details, including the scoring guidance, will be in the ITT.



Ministry  
of Defence

**[Q01] Operating Procedures**

**Aim:**

To gain confidence in the contractor through submission of a detailed methodology statement outlining the day to day running of the service .

**Background:**

The demand on the contractor is to be able to effectively manage a potentially impromptu Global freight service on a 24/7 basis maintaining a good flow of information and dealing with all the political challenges that international freight forwarding entails.

**Evidence Required:**

Provide detailed methodology statement for the Provision of a Global Freight Transportation Service.

**Scoring guidance**

Score	
High Confidence	<ul style="list-style-type: none"> <li>• Excellent level of evidence that the proposition is entirely workable</li> <li>• Clear chain of command and authorisation process</li> <li>• Clear identification of roles and responsibilities for management of the freight contract</li> <li>• Continuous improvement model at the heart of delivery</li> <li>• High confidence that the process will work on the scale of this contract</li> </ul>
Good Confidence	<ul style="list-style-type: none"> <li>• Good level of evidence that the proposition is entirely workable</li> <li>• Clear chain of command and authorisation process</li> <li>• Clear identification of roles and responsibilities for management of the freight contract</li> <li>•</li> <li>• Good confidence that the process will work on the scale of this contract</li> </ul>
Low Confidence	<ul style="list-style-type: none"> <li>• Some evidence that the proposition is workable</li> <li>• Clear chain of command and authorisation process</li> <li>• some identification of roles and responsibilities for management of the freight contract</li> <li>• Some confidence that the process will work on the scale of this contract</li> </ul>
Concerns	<ul style="list-style-type: none"> <li>• Little evidence that the proposition is workable</li> <li>• no identification of roles and responsibilities</li> <li>• little confidence that the process will work on the scale of this contract</li> </ul>
Intolerable	<ul style="list-style-type: none"> <li>• Proposed a solution that would not be accepted.</li> </ul>



STIC COMMODITIES  
RVICES



Ministry  
of Defense



Headings	Serial	Criteria	Weighting
Operating Procedures	[Q01]	Operating procedures	6.05%
	[Q02]	Vehicle Fleet	compliant/non-compliant
	[Q03]	Contract Management	6.49%
	[Q04]	BCP	compliant/non-compliant
	[Q05]	24/7/365 Service	5.87%
	[Q06]	24/7/365 support	compliant/non-compliant
	[Q07]	Unusual Requests	5.29%
	[Q08]	Sustained VFM	2.94%
Communications	[Q09]	Track and Trace	7.36%
	[Q10]	Consignment tracking system	compliant/non-compliant
Accreditation	[Q11]	ITAR accreditation	compliant/non-compliant
	[Q12]	Qualified drivers	compliant/non-compliant
	[Q13]	Fast acquisition of credentials	compliant/non-compliant
	[Q14]	SC Clearance	compliant/non-compliant

COMMODITIES  
ES

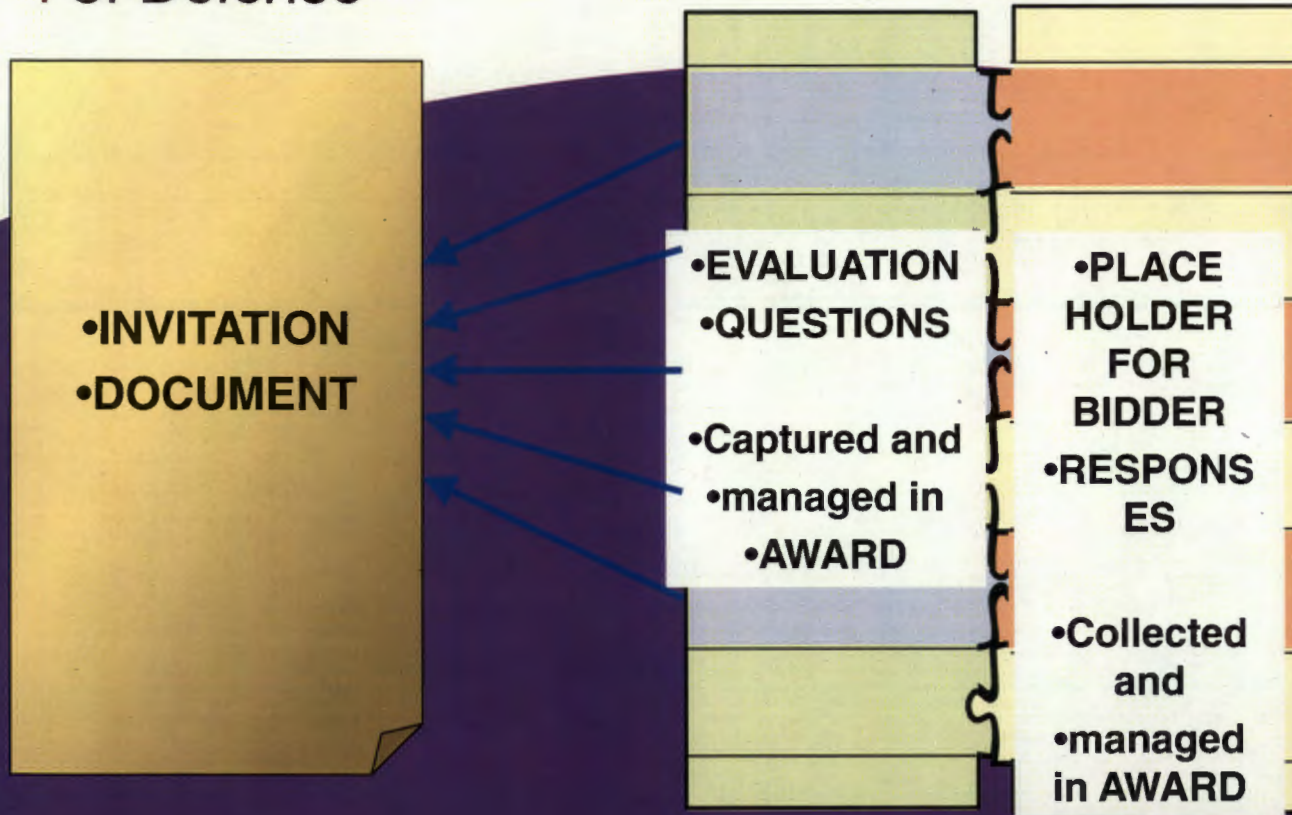




Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES





Minist

• Invitation sent



MMODITIES

• INVITATION  
• DOCUMENT

• EVALUATION  
• QUESTIONS

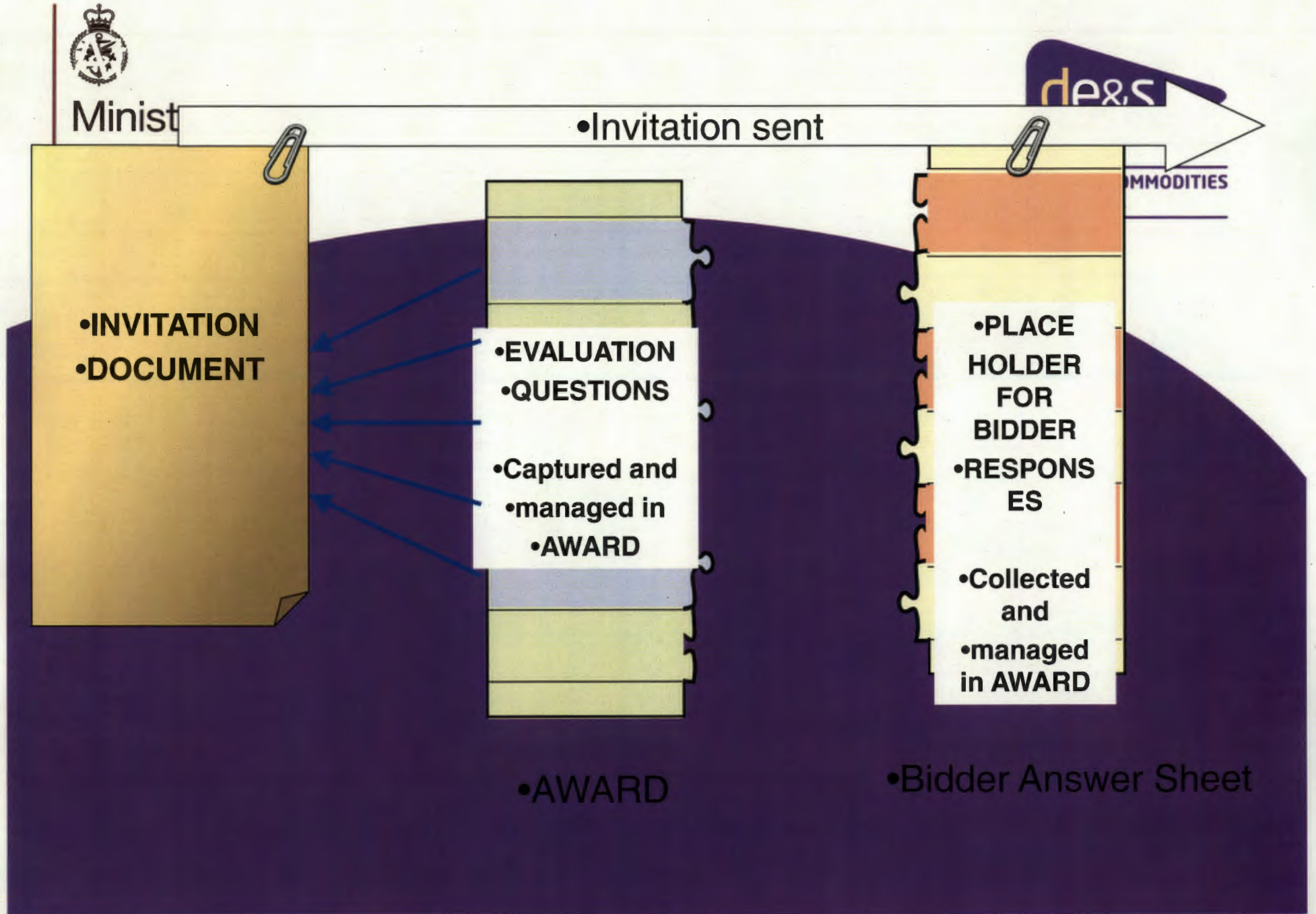
• Captured and  
• managed in  
• AWARD

• PLACE  
HOLDER  
FOR  
BIDDER  
• RESPON  
SES

• Collected  
and  
• managed  
in AWARD

• AWARD

• Bidder Answer Sheet

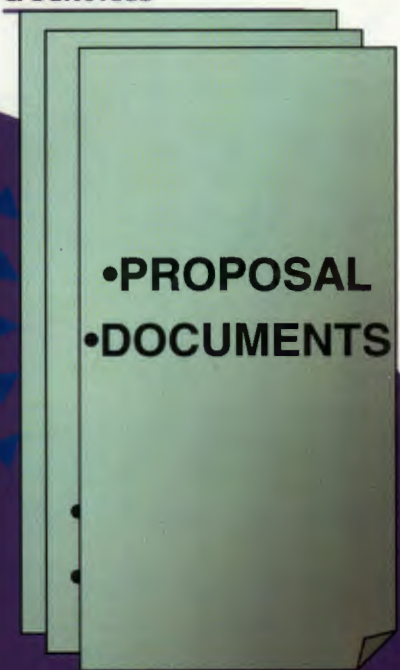
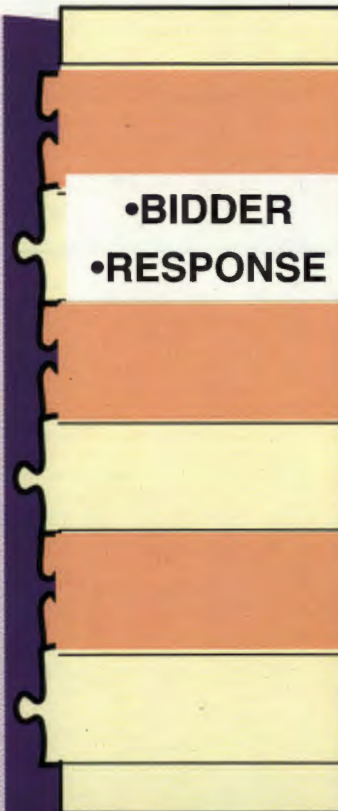
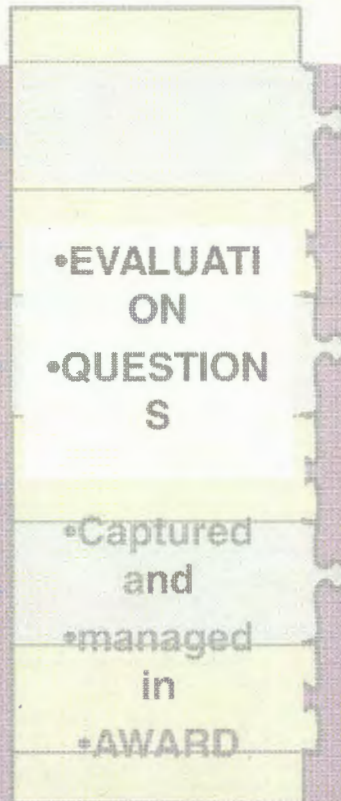




Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES



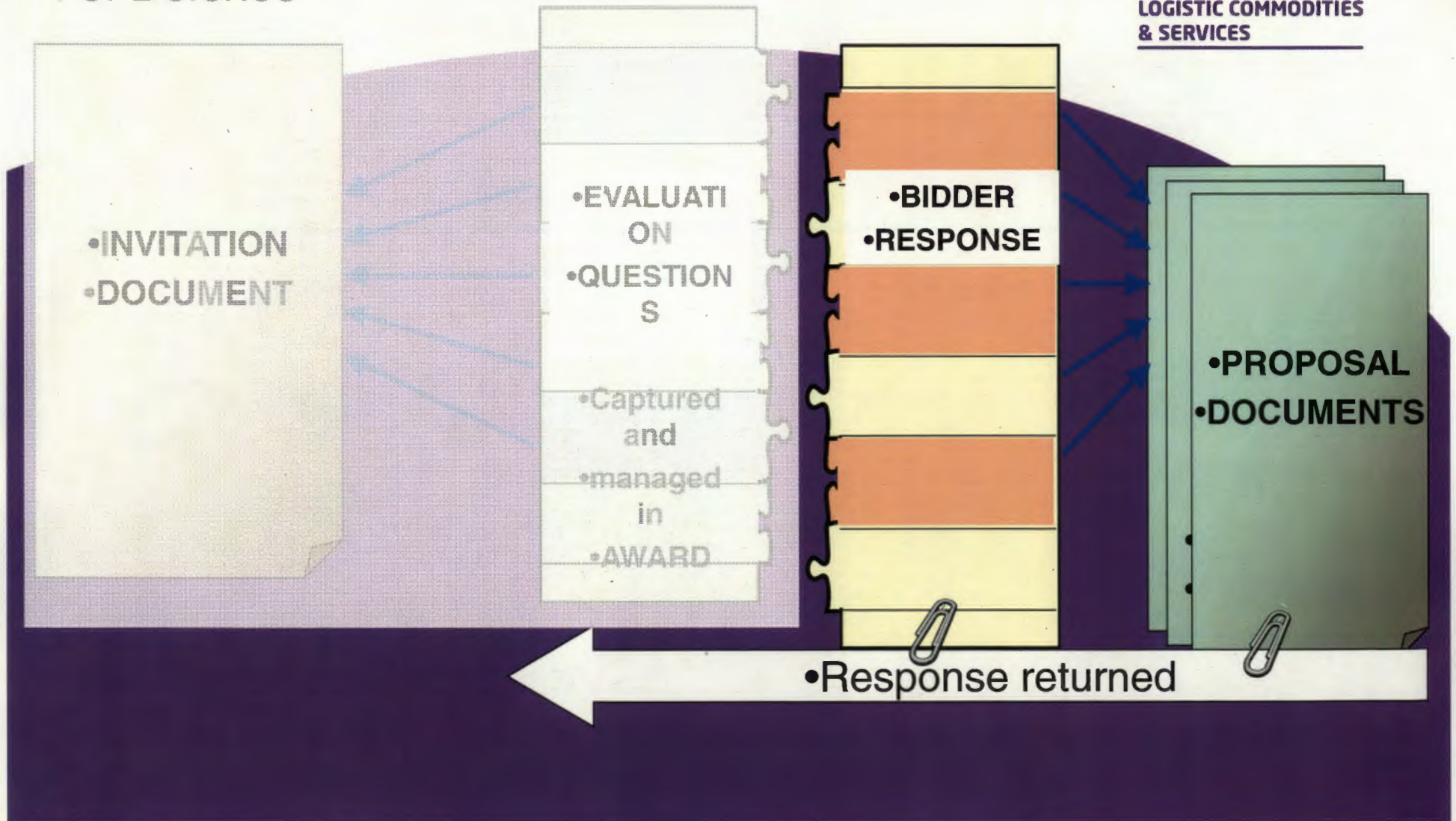
•Bidder Answer Sheet



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

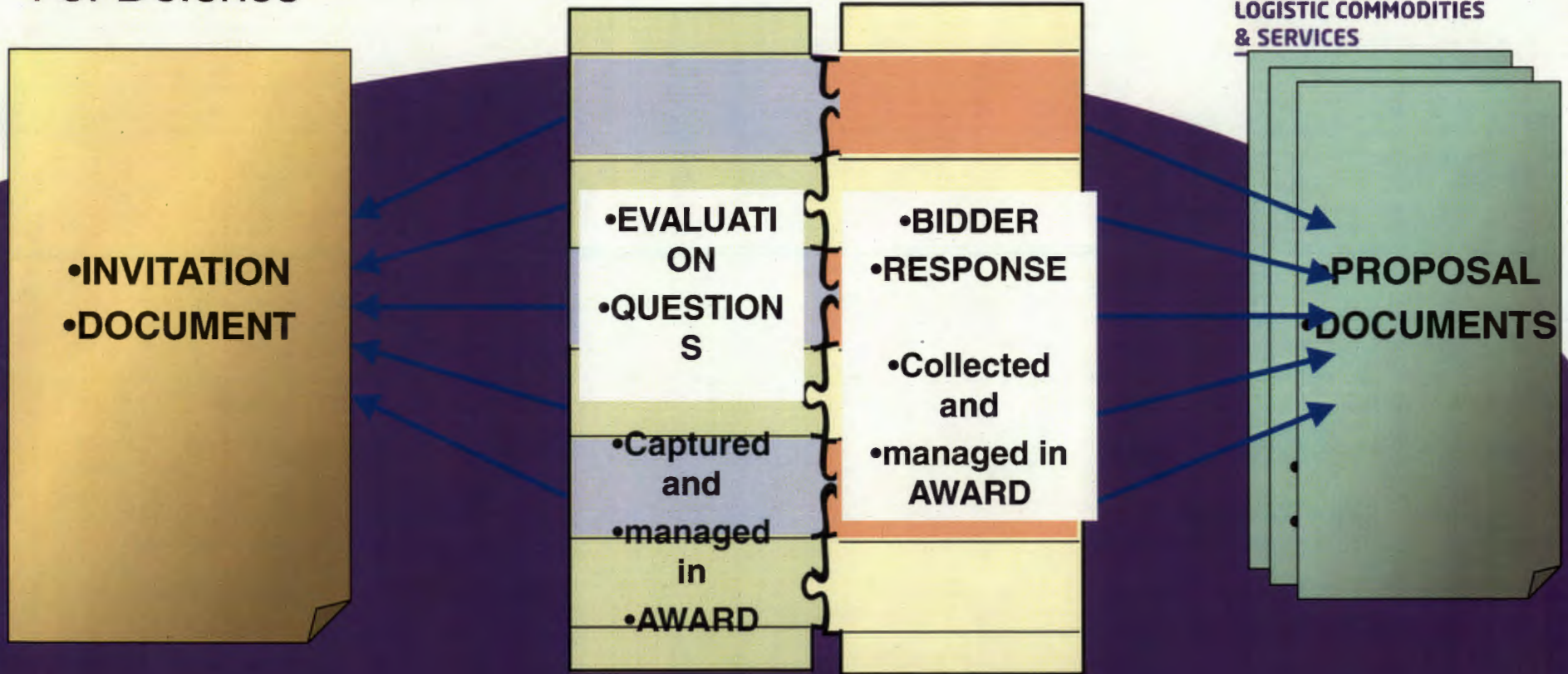




Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES



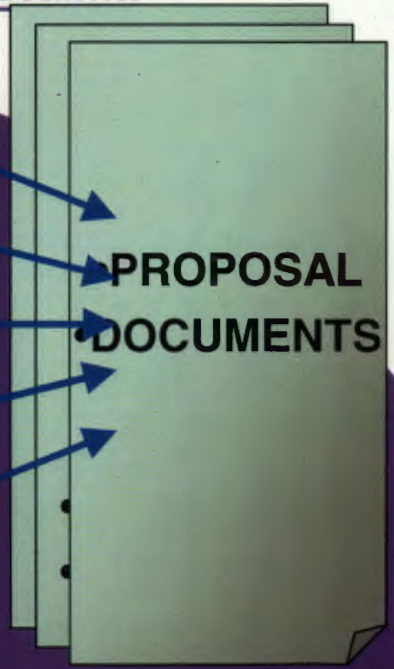
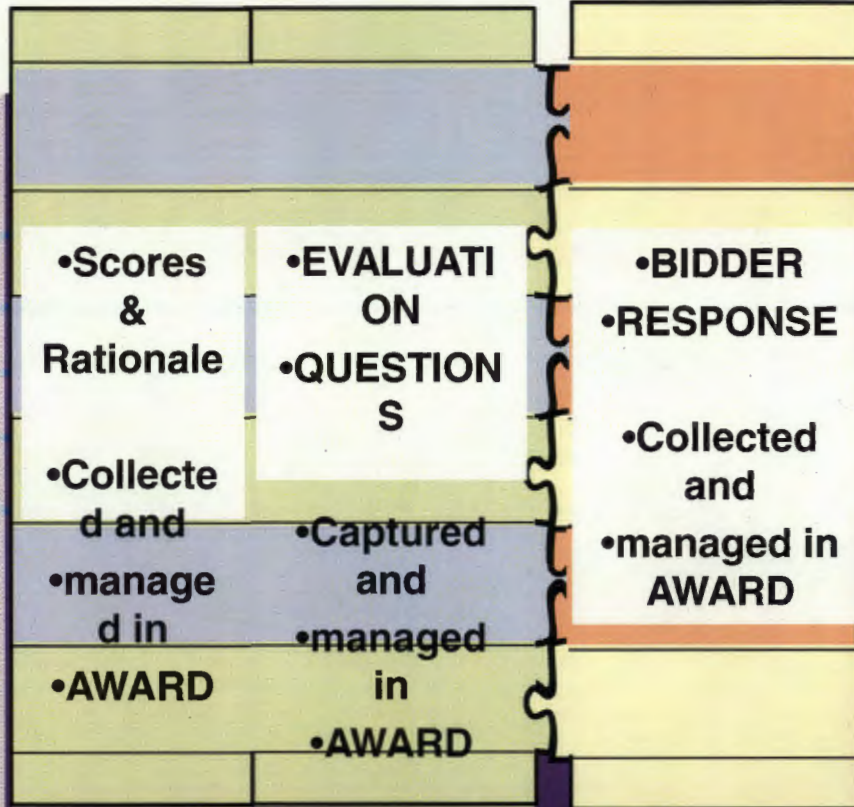


Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

•INVITATION  
•DOCUMENT

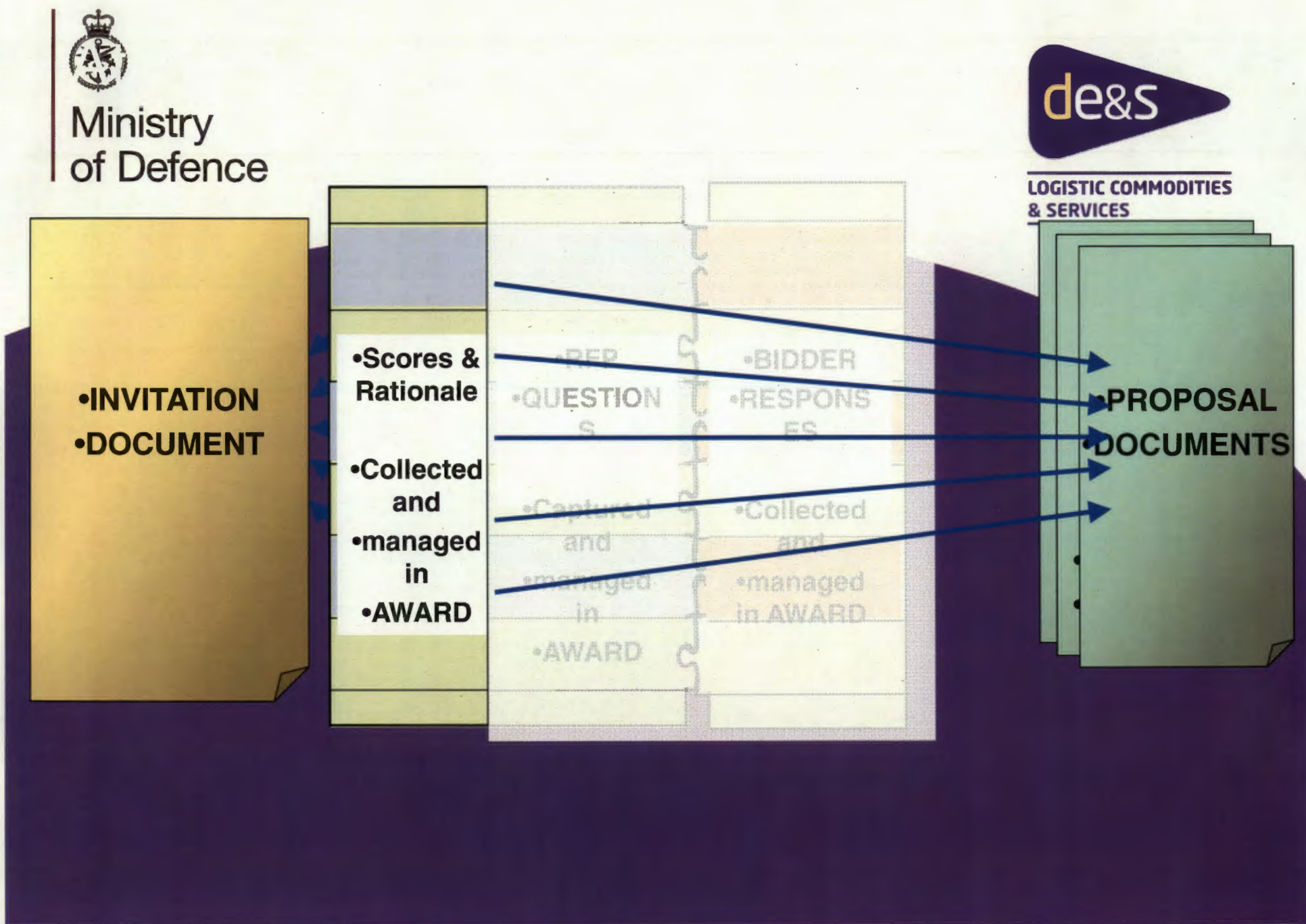
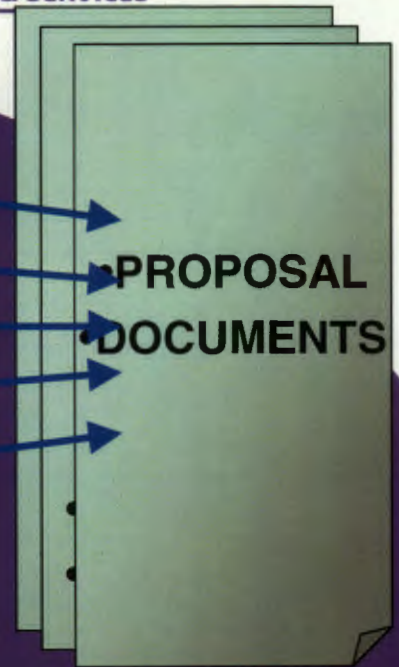
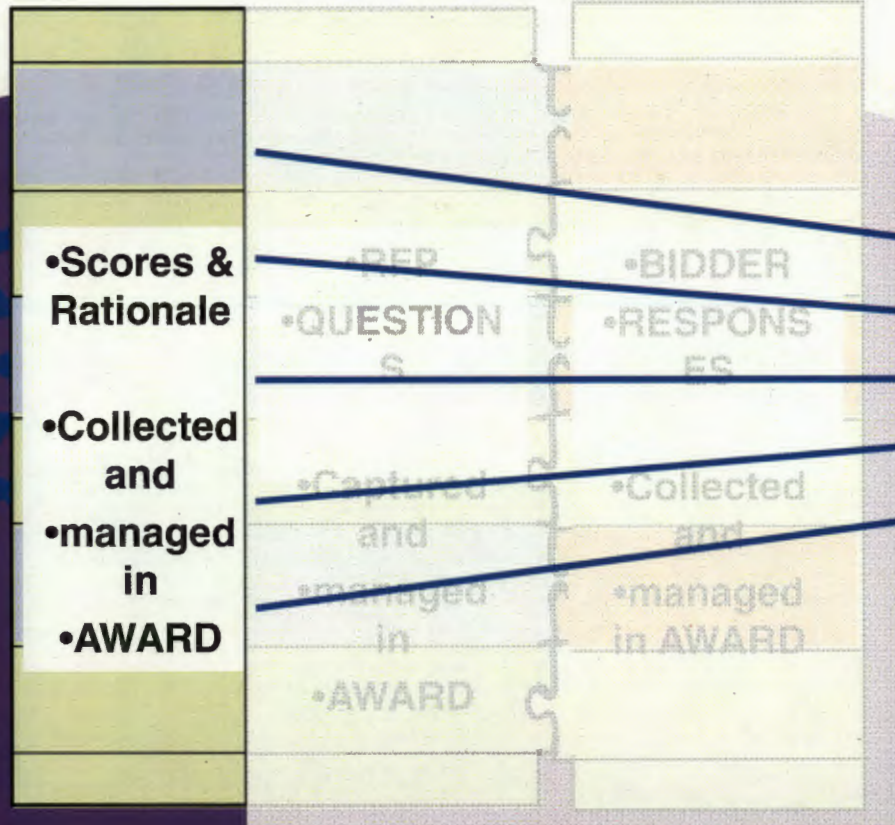
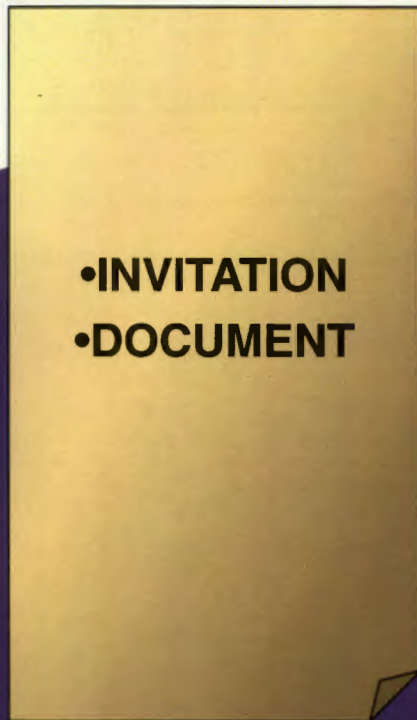




Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- This competition will be conducted under Defence and Security Public Contract Regulations 2011 (DSPCR)
- This legislation is the equivalent to the Public Contract Regulations 2006, tailored for defence
- The DSPCR describes the required behaviour of the Authority during the competition





Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- The Authority will select the bid that in their opinion offers the highest score using the MEAT formula
- The MEAT formula will be provided in the ITT
- The MEAT formula combines the weighted criteria and the cost of each bid and selects a winner



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

- Instructions on how to use AWARD will be provided in the ITT and in the AWARD model (if On-Line to Bidders)
- Log-in details will be provided when applicable by the Combat Footwear Commercial Team
- Wider Support on Bid preparation is available from Commerce Decisions



Ministry  
of Defence



LOGISTIC COMMODITIES  
& SERVICES

Any  
Questions ?





Ministry  
of Defence



**LOGISTIC COMMODITIES  
& SERVICES**

Wash Up