This report is the first installment of a project that examines the connection between resources and readiness. It investigates strength management and the role that two Army models play in it. The work was sponsored by the Deputy Under Secretary of Defense for Readiness, and was carried out in the Forces and Resources Policy Center of the National Defense Research Institute (NDRI), a federally funded research and development center sponsored by the Office of the Secretary of Defense, the Joint Staff, and the defense agencies. The work should interest those involved in readiness, the management of military personnel, or modeling of personnel functions.