



DEPARTMENT OF DEFENSE
OFFICE OF GENERAL COUNSEL

1600 DEFENSE PENTAGON
WASHINGTON, DC 20301-1600

March 5, 2021
DoD FOIA: 20-L-1005
Civil Action: 20-cv-1596

American Oversight
Mr. Austin Evers
1030 15th Street NW
Suite B255
Washington, D.C. 20005

Via Email: foia@americanoversight.org; emma.lewis@americanoversight.org

Dear Mr. Evers,

This is an interim response to your April 23, 2020 Freedom of Information Act (FOIA) request on behalf of American Oversight requesting records concerning the “role and influence” of certain private individuals in the federal government’s response to the novel coronavirus, now known as severe acute respiratory syndrome coronavirus 2 or SARS-CoV-2, the virus that causes the disease known as coronavirus disease 2019 or COVID-19. This request, which is now in litigation, was assigned Department of Defense (DoD) FOIA litigation case number 20-L-1005.

Please find enclosed records determined to be responsive to this request. The 93 pages in this release are Bates numbered 0001-0093. Some information has been withheld from release under Title 5 U.S.C. § 552 (b)(5), which pertains to certain inter- or intra-agency communications protected by the deliberative process and/or attorney-client or attorney work product privileges; and (b)(6), which allows for withholding information the disclosure of which would result in a clearly unwarranted invasion of the personal privacy of individuals.

Please direct any questions to Mr. Michael Drezner at Michael.L.Drezner@usdoj.gov.

Sincerely,

John Renahan
Associate Deputy General Counsel

Enclosure: As stated

cc: Michael Drezner, Trial Attorney, DOJ
Emma Lewis, Counsel, American Oversight



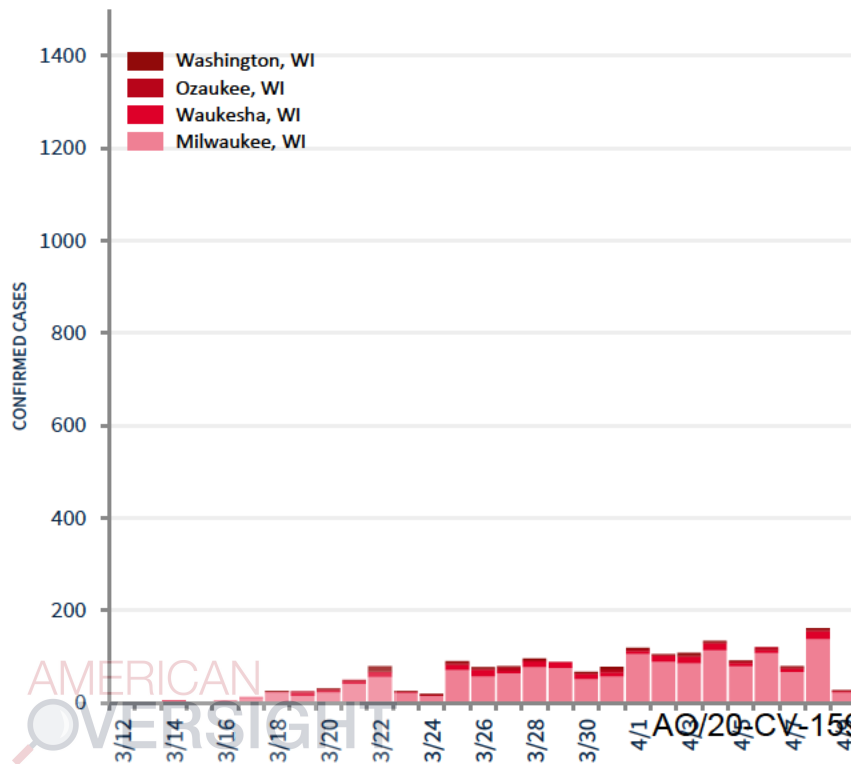
Key Operational Issues 10 April 2020

- **Outbreaks close to peak and stabilizing**
 - New York Metro (NJ, NYC, Long Island, CT, RI) – stable except for specific counties and Providence
 - Detroit metro – stable - declining
 - New Orleans Metro – stable - declining
 - Calif and Wash State stable
- **Outbreaks with cases continuing daily**
 - Chicago metro – continued daily cases – no significant declines
 - Boston metro – continued daily cases - no significant declines
- **Alert Areas**
 - Denver metro – new outbreak
 - Houston rapidly expanding
- **Potential Emerging Hot Spots**
 - DC metro area, Baltimore metro, Philadelphia metro, St. Louis, New Haven

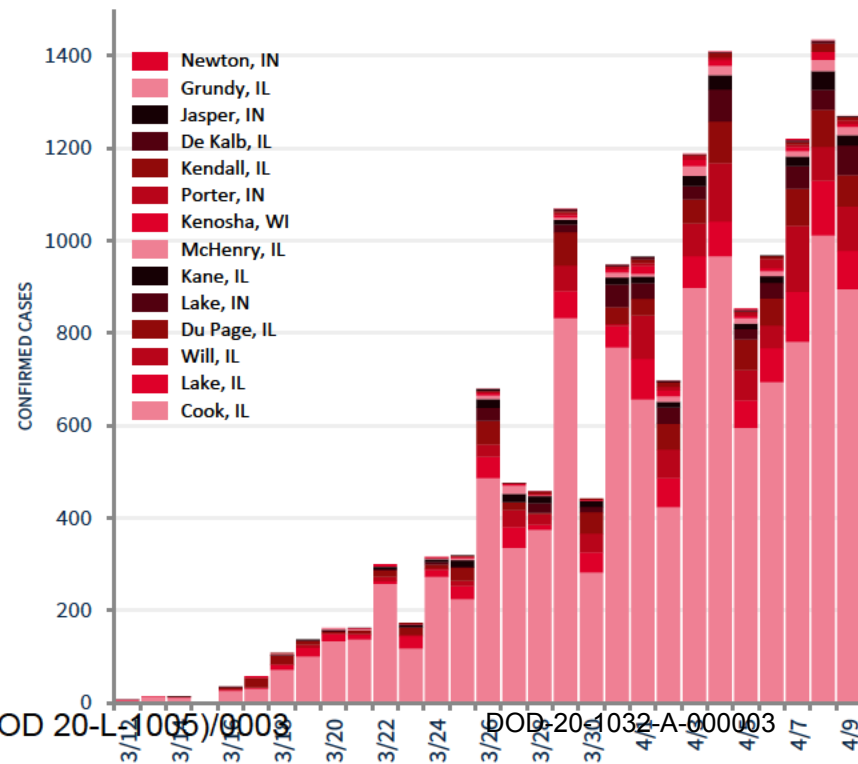
• **Watch areas– New graphics on smaller metros in chart for**

CONFIRMED CASES DAILY

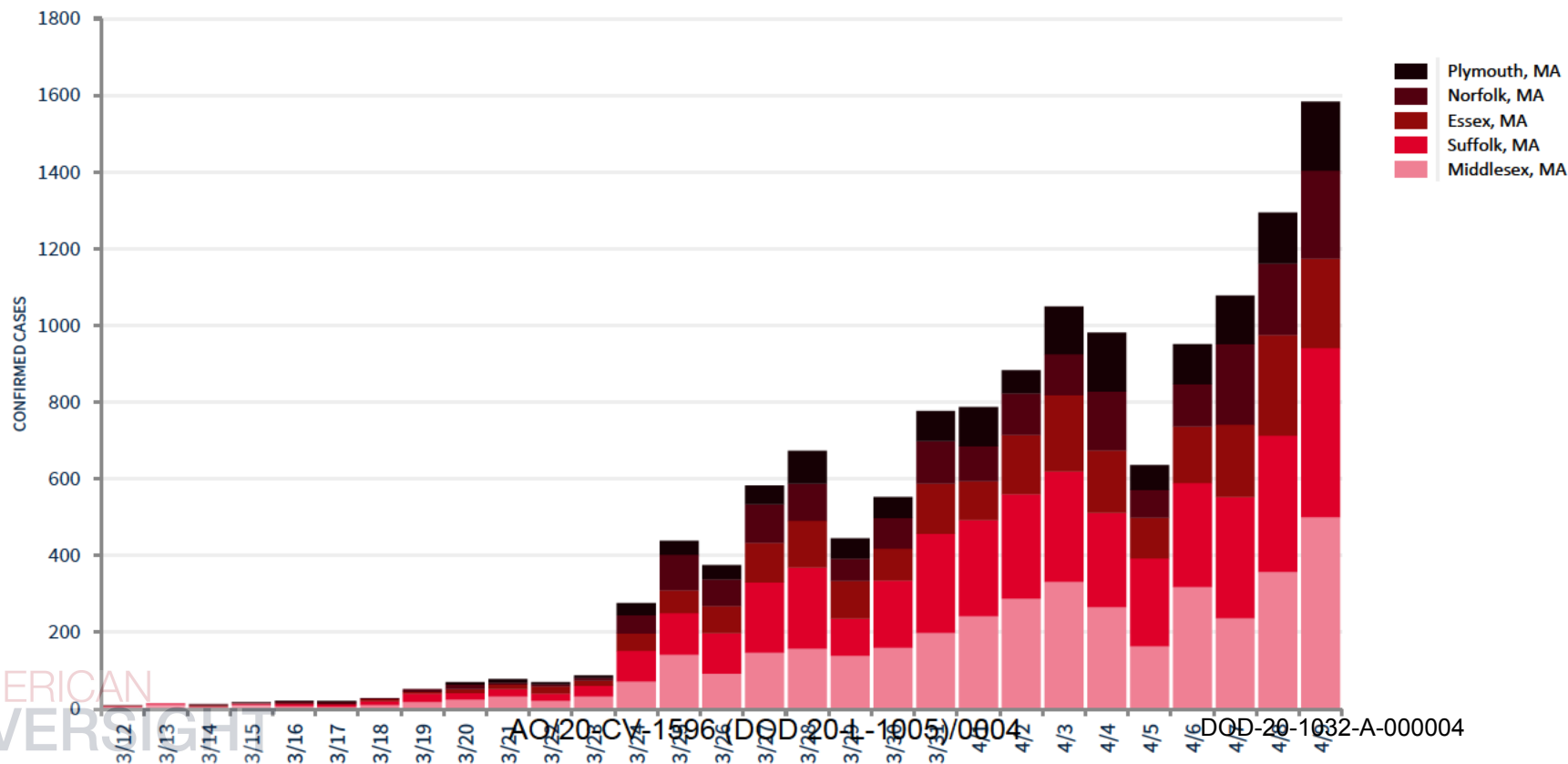
Milwaukee-Waukesha-West Allis, WI



Chicago-Naperville-Elgin, IL-IN-WI

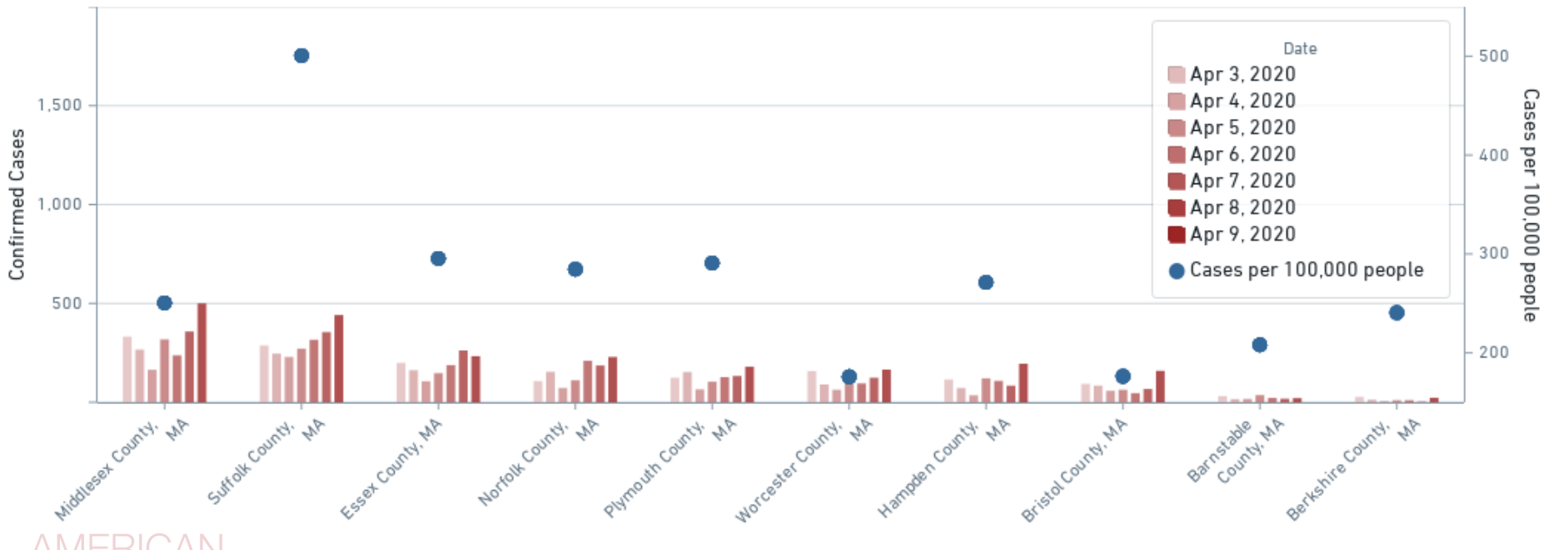


CONFIRMED CASES DAILY IN BOSTON, MA

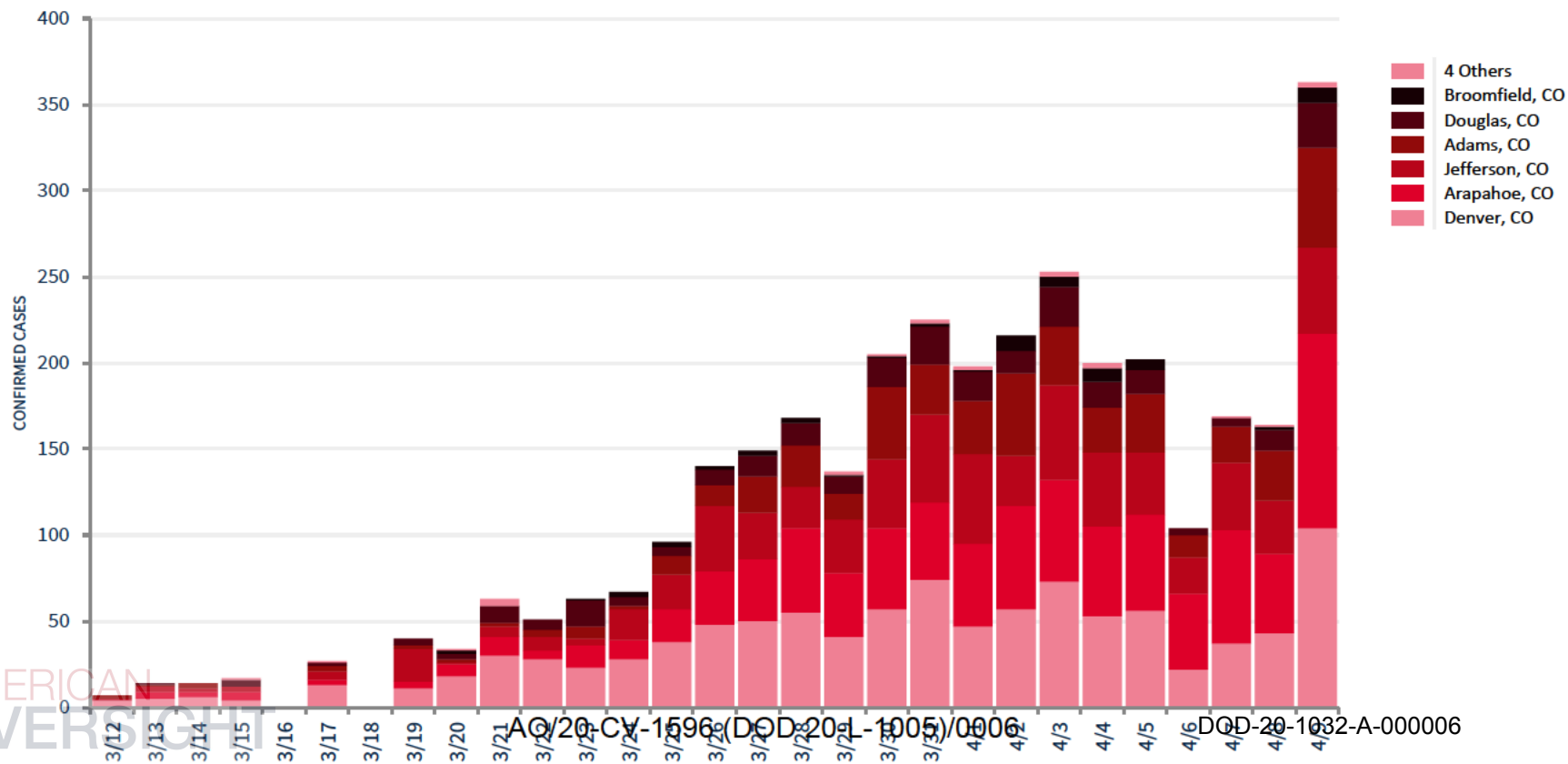


Massachusetts counties with 20+ confirmed cases daily

Source: CSBS, State: Massachusetts

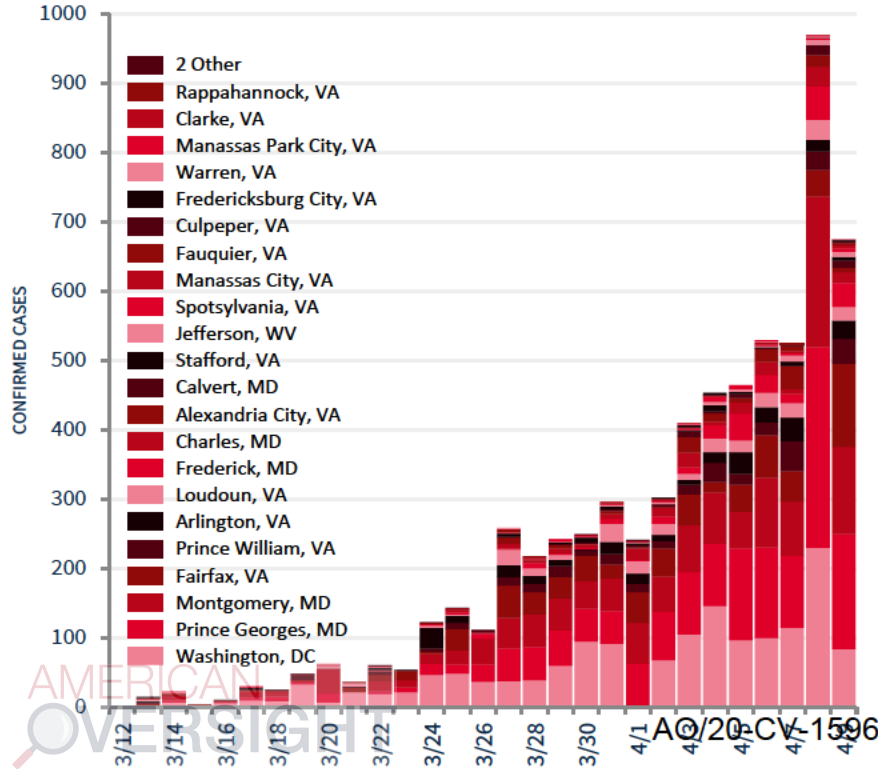


Year	Number of Requests
3/12	~10
3/13	~25
3/14	~20
3/15	~30

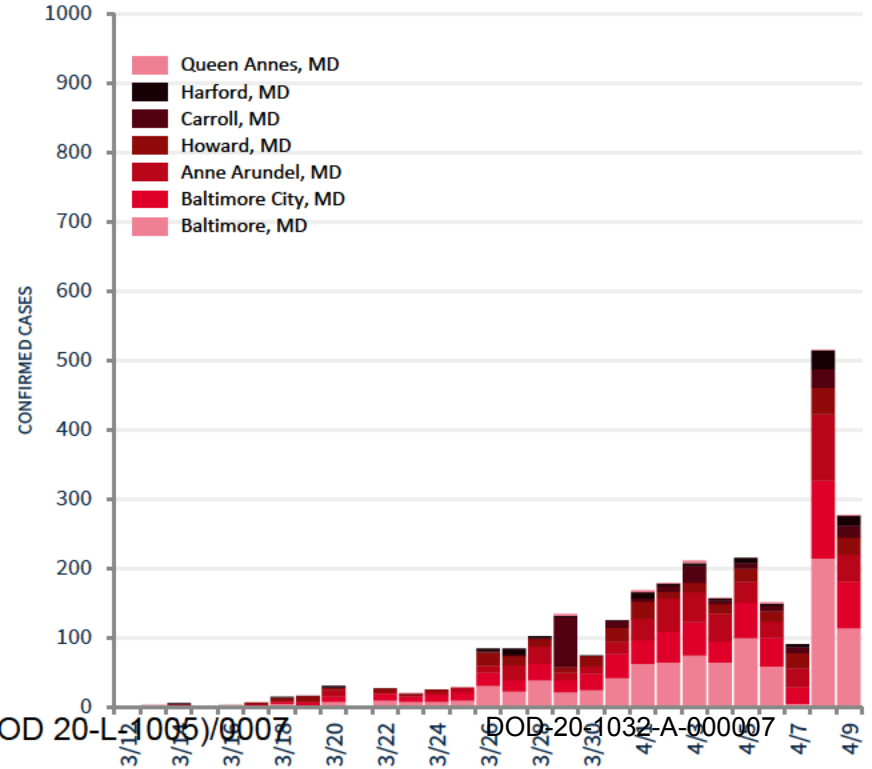


CONFIRMED CASES DAILY

Washington-Arlington-Alexandria, DC-VA-MD-WV

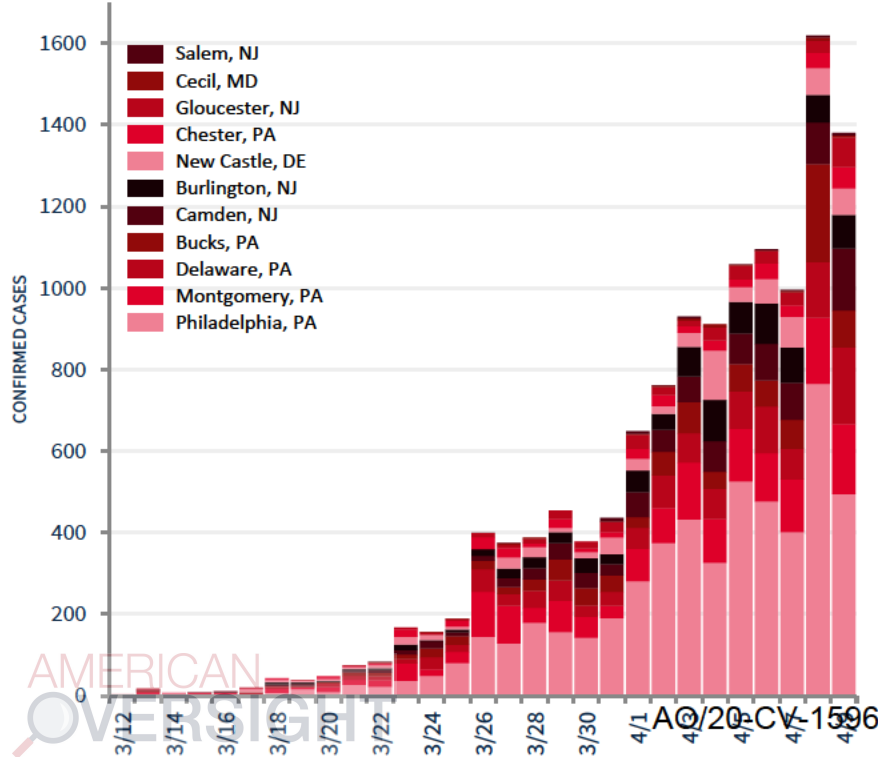


Baltimore-Columbia-Towson, MD

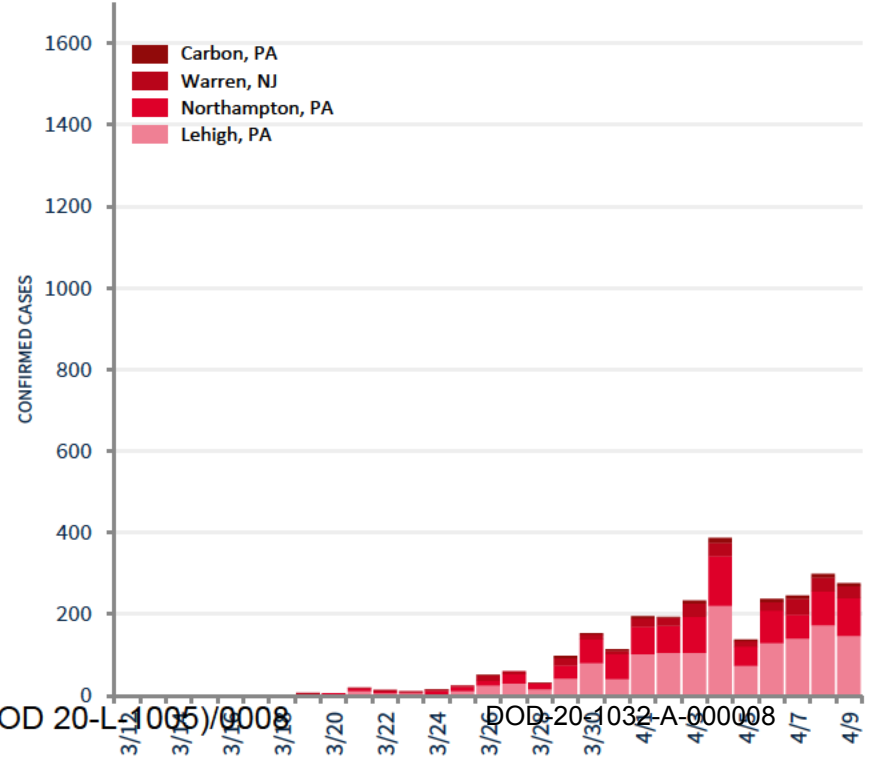


CONFIRMED CASES DAILY

Philadelphia-Camden-Wilmington, PA-NJ-DE-MD

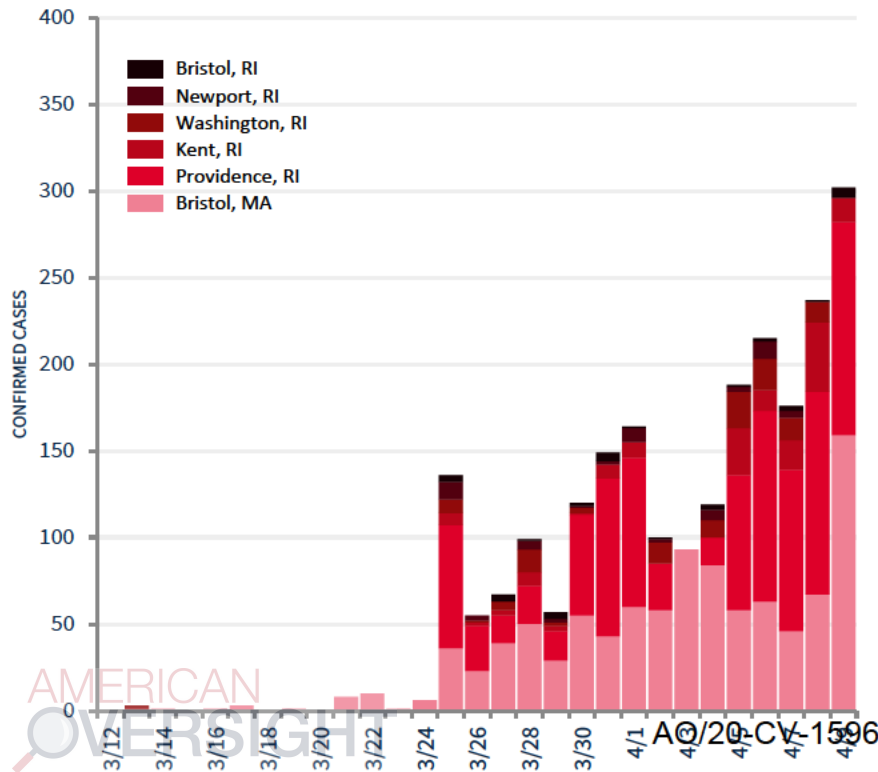


Allentown-Bethlehem-Easton, PA-NJ

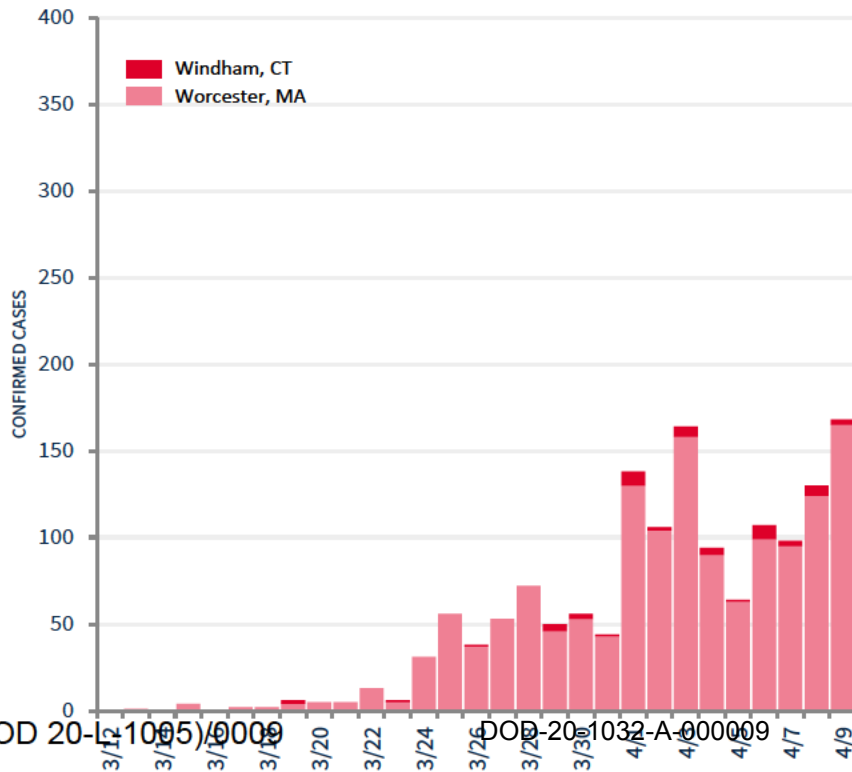


CONFIRMED CASES DAILY

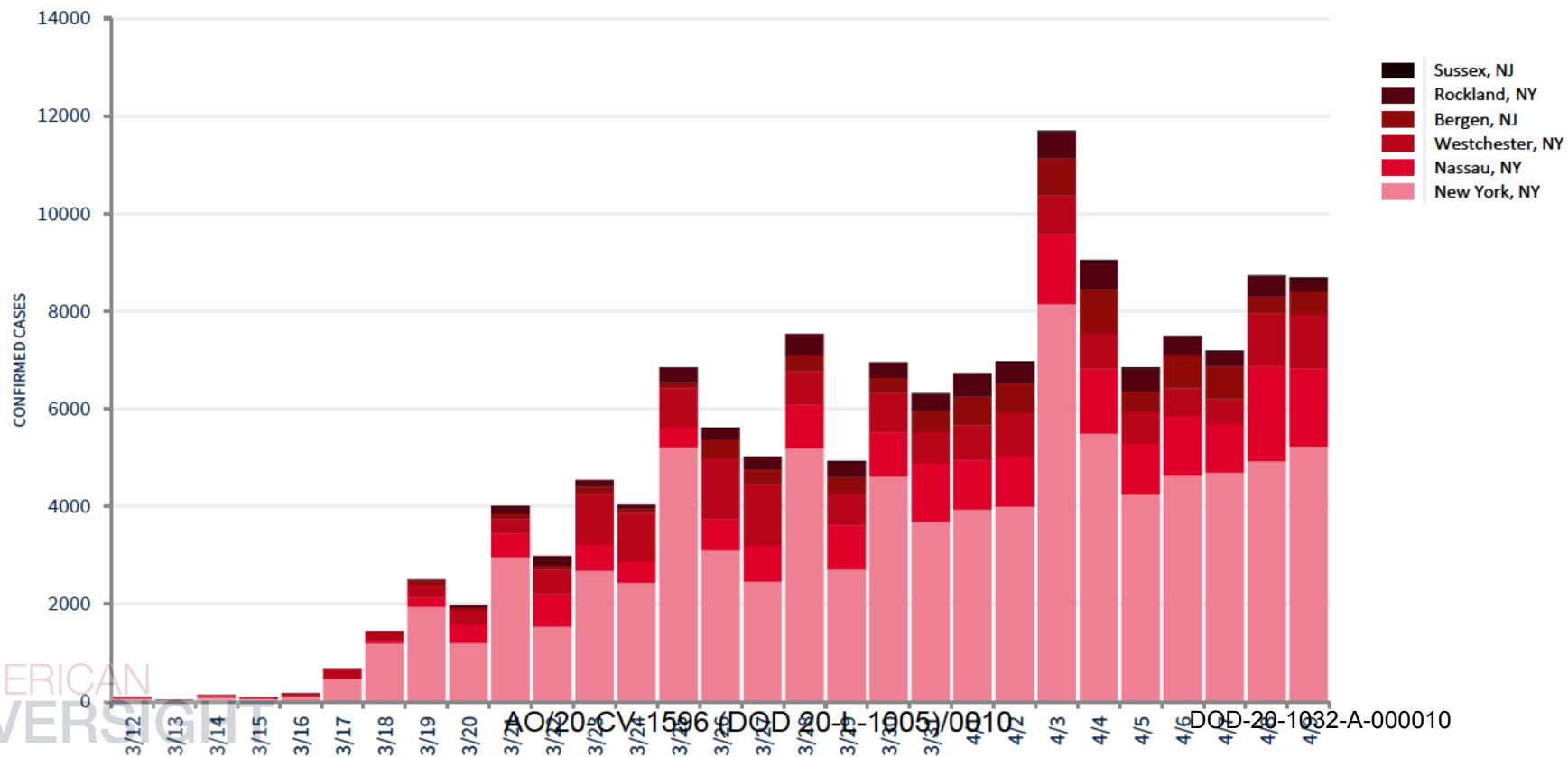
Providence-Warwick, RI-MA



Worcester, MA-CT

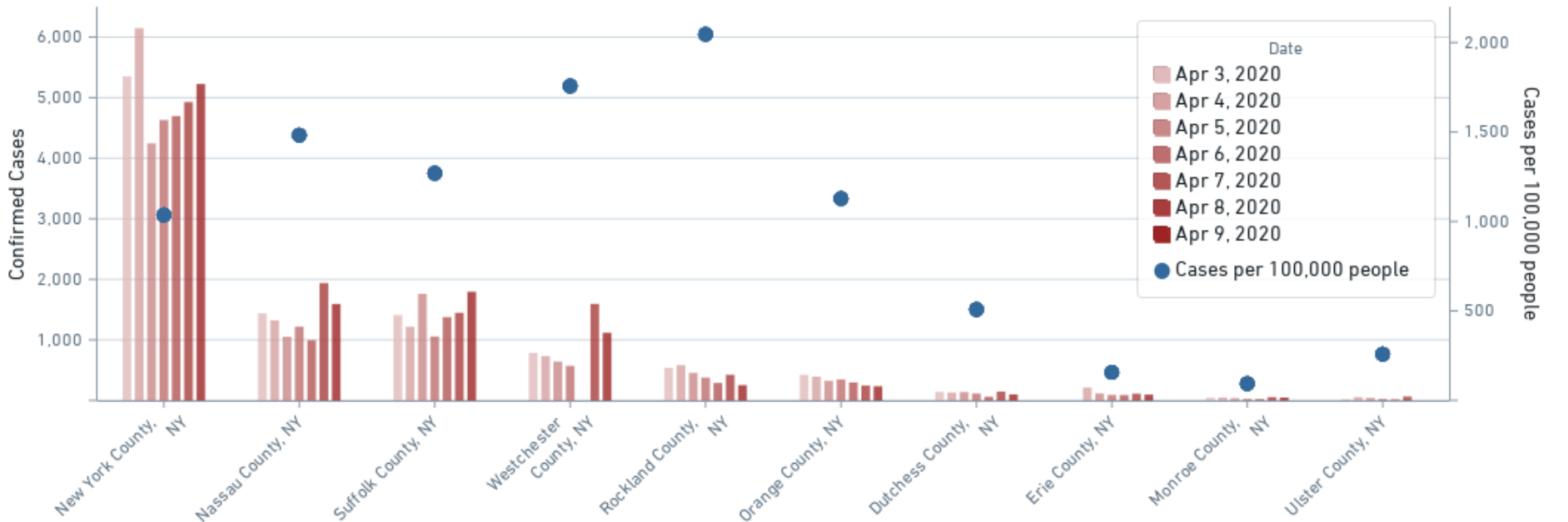


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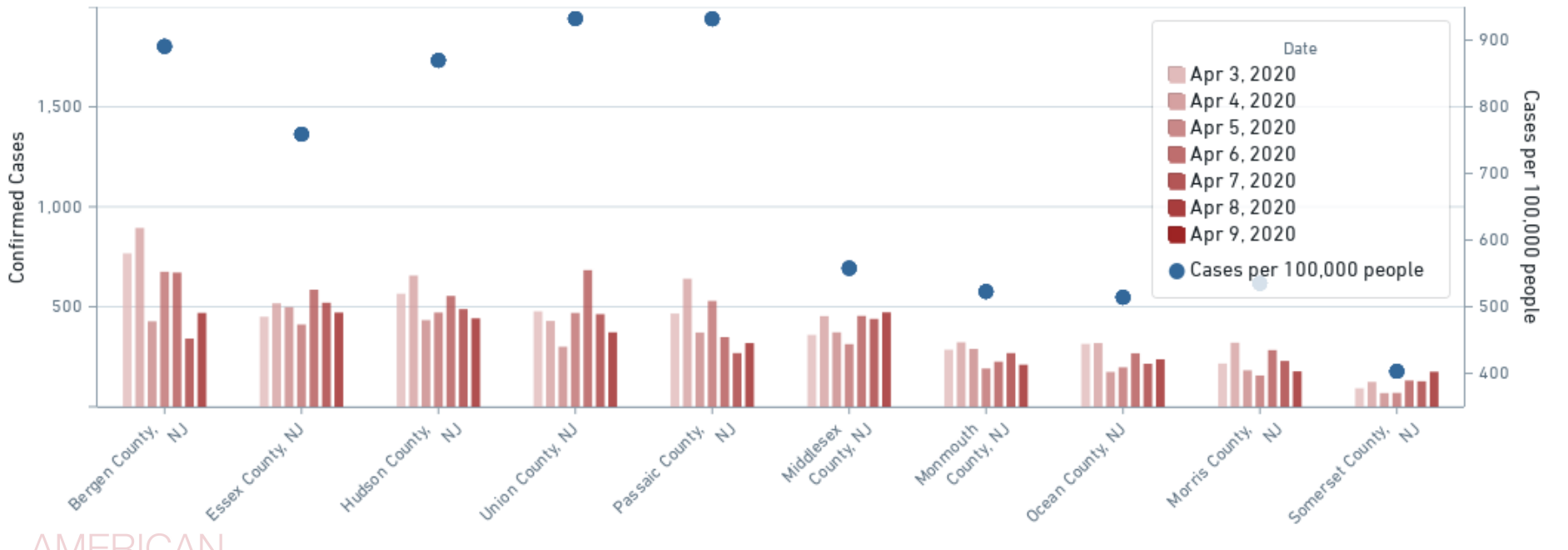
New York counties with 20+ confirmed cases daily

Source: CSBS

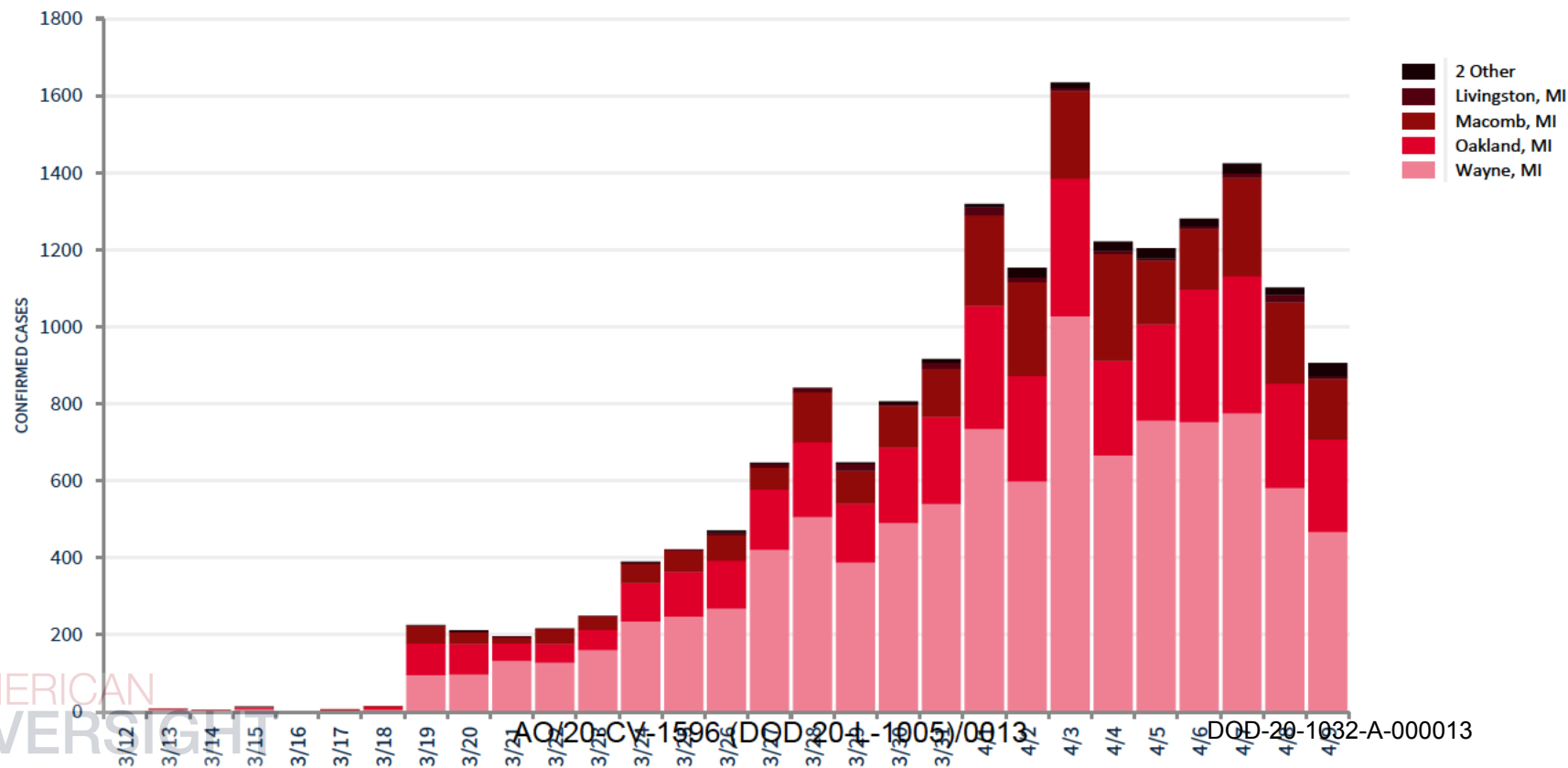


New Jersey counties with 20+ confirmed cases daily

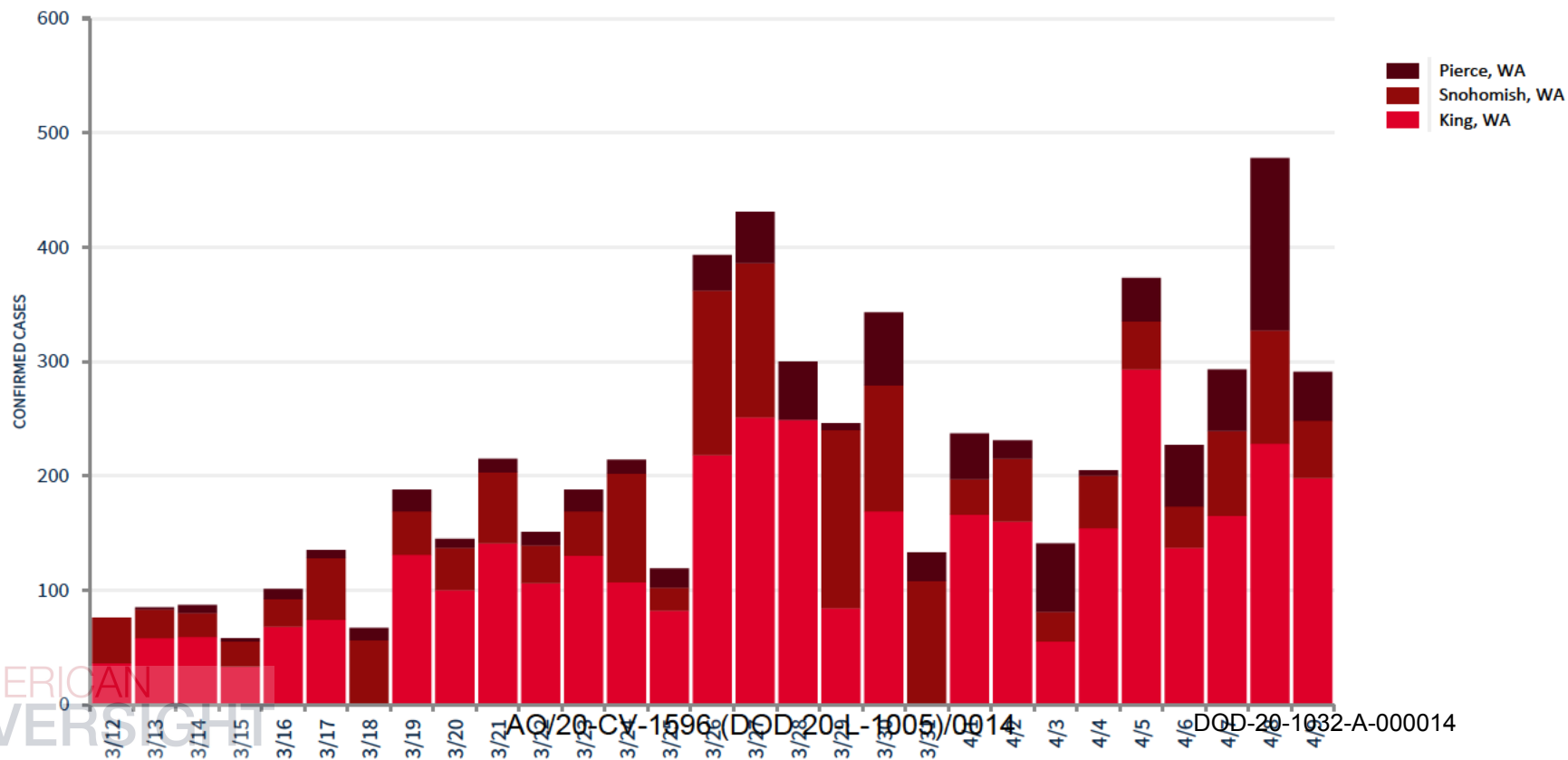
Source: CSBS, State: New Jersey



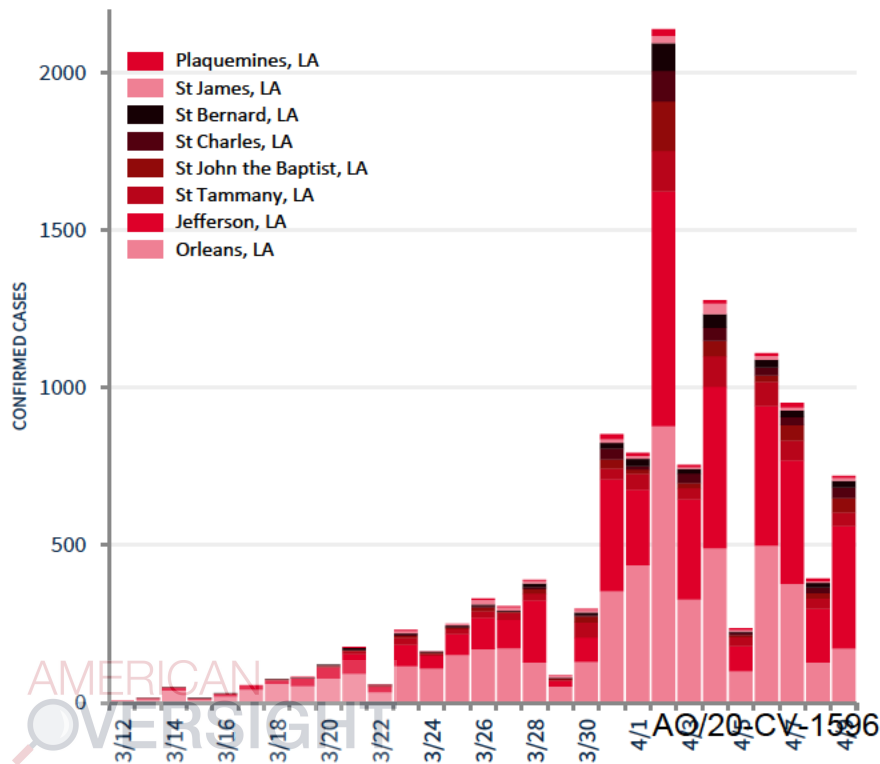
CONFIRMED CASES DAILY IN DETROIT-WARREN-DEARBORN, MI



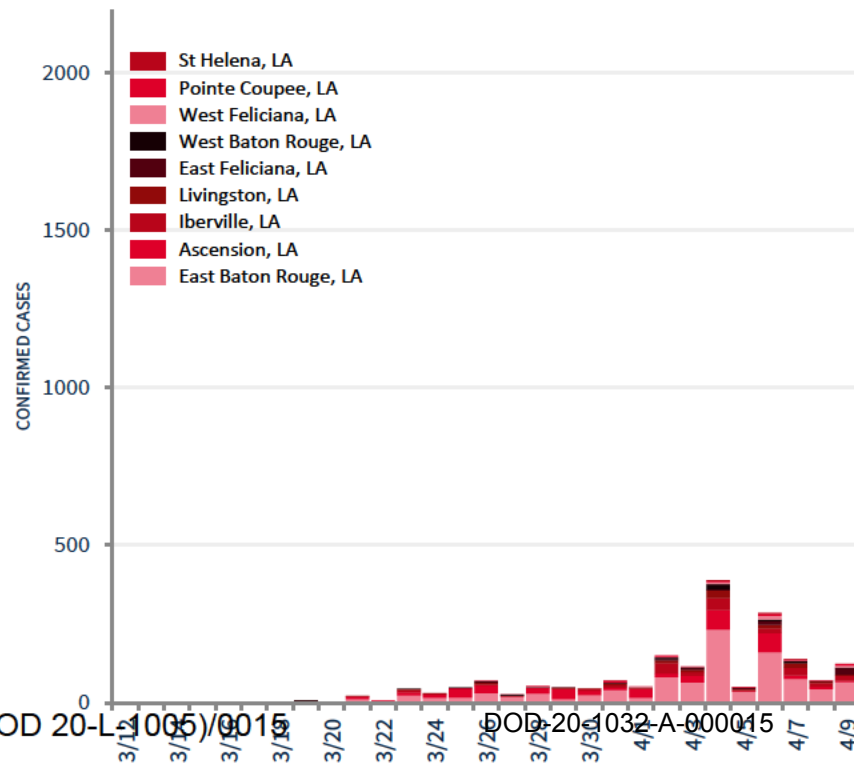
CONFIRMED CASES DAILY IN SEATTLE, WA



New Orleans-Metairie, LA

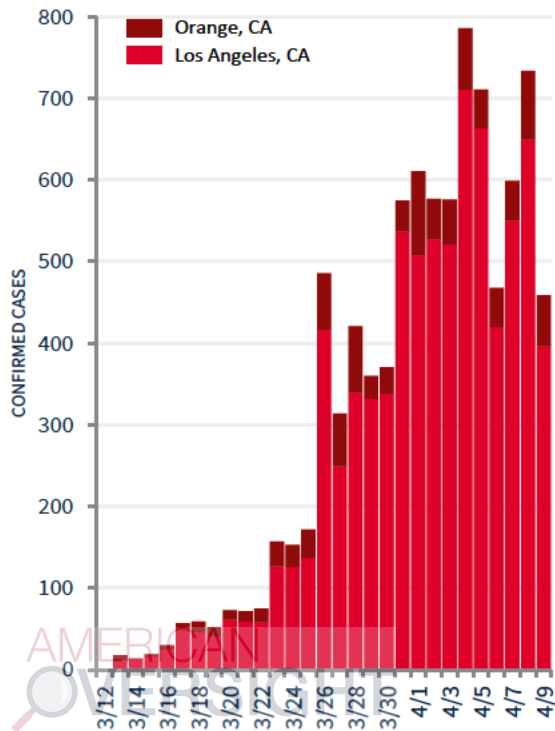


Baton Rouge, LA

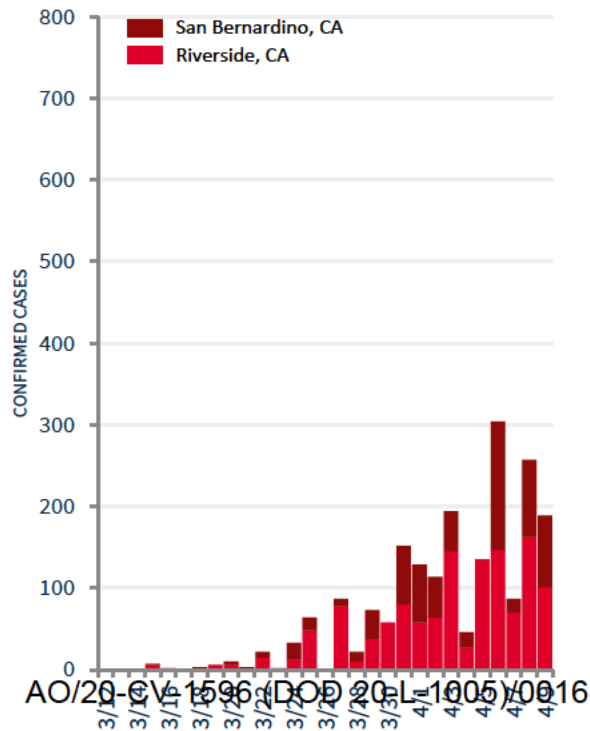


CONFIRMED CASES DAILY

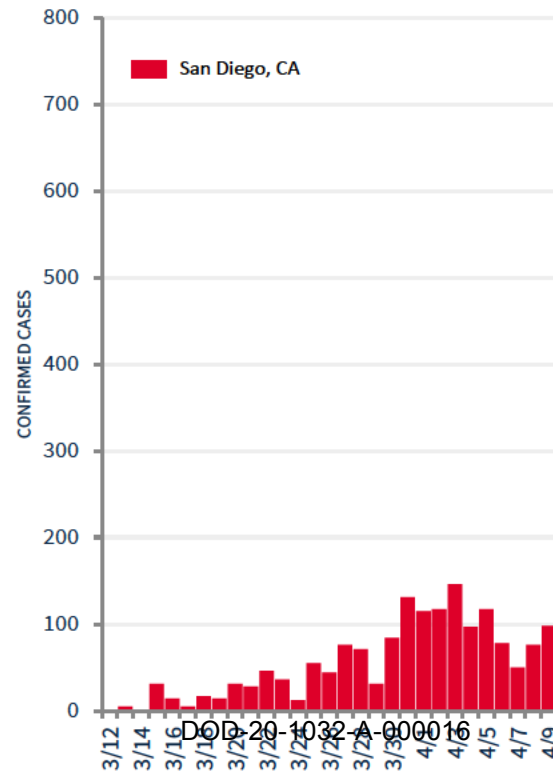
Los Angeles-Long Beach-Anaheim,
CA



Riverside-San Bernardino-Ontario,
CA

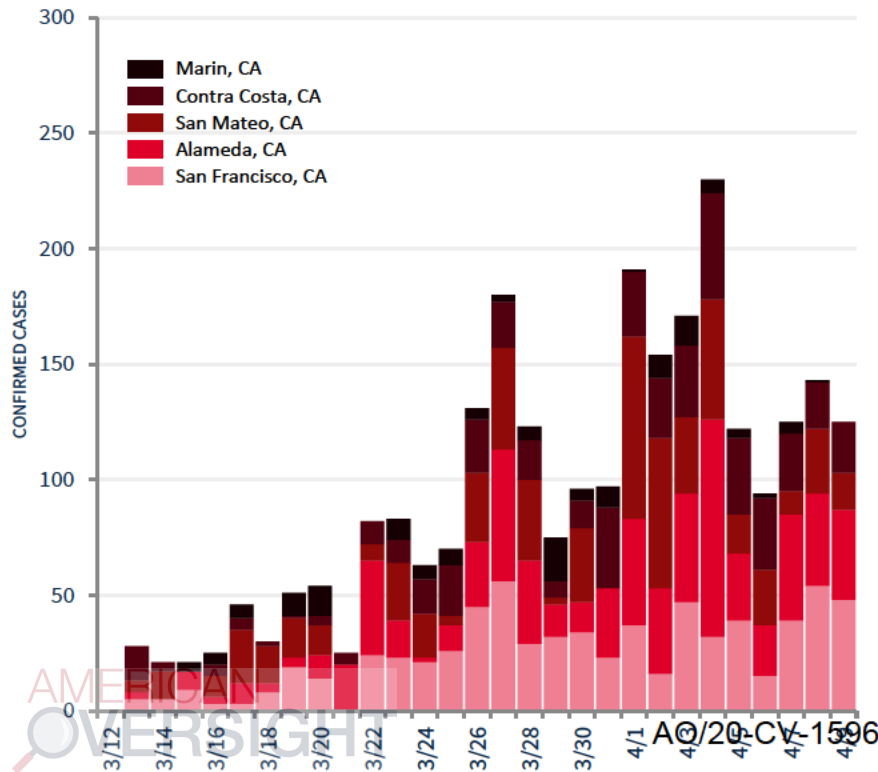


San Diego-Carlsbad, CA

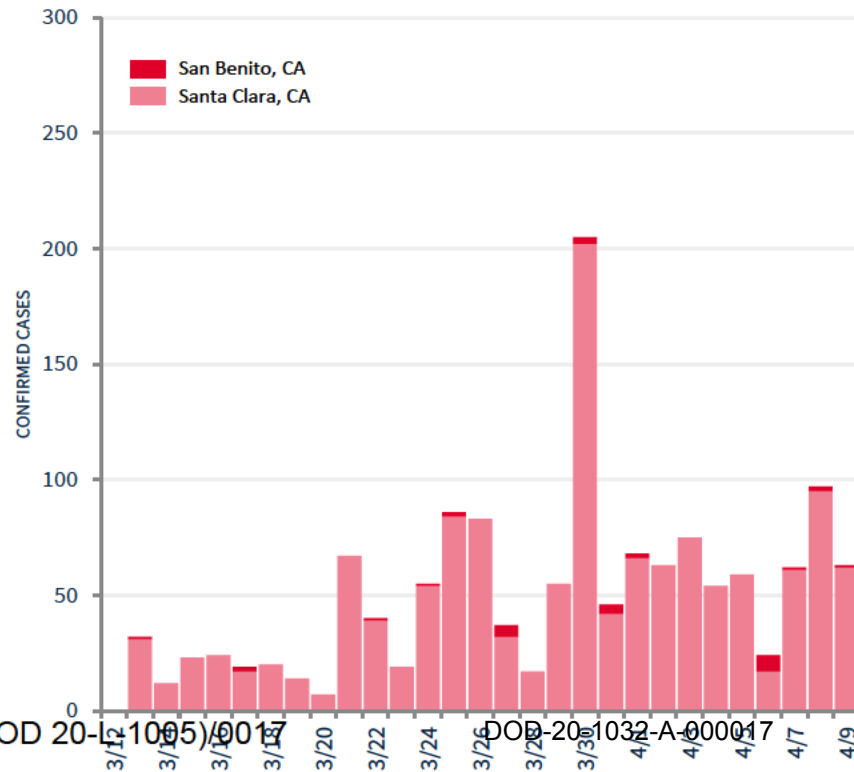


CONFIRMED CASES DAILY

San Francisco-Oakland-Hayward, CA

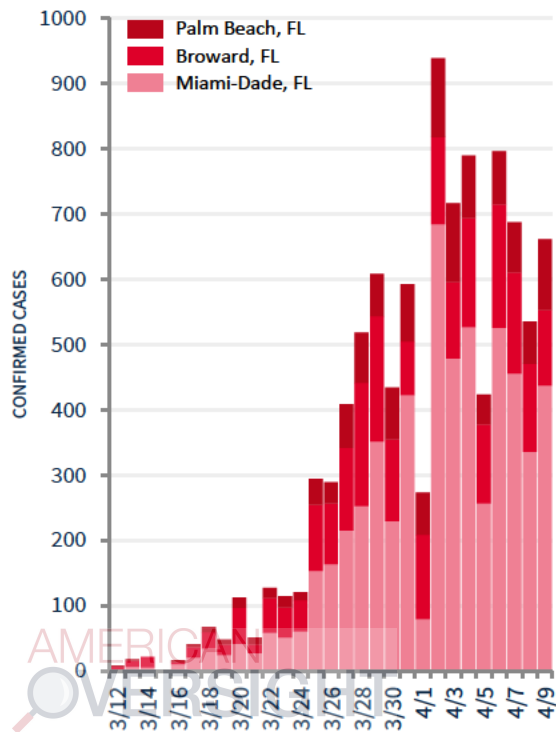


San Jose-Sunnyvale-Santa Clara, CA

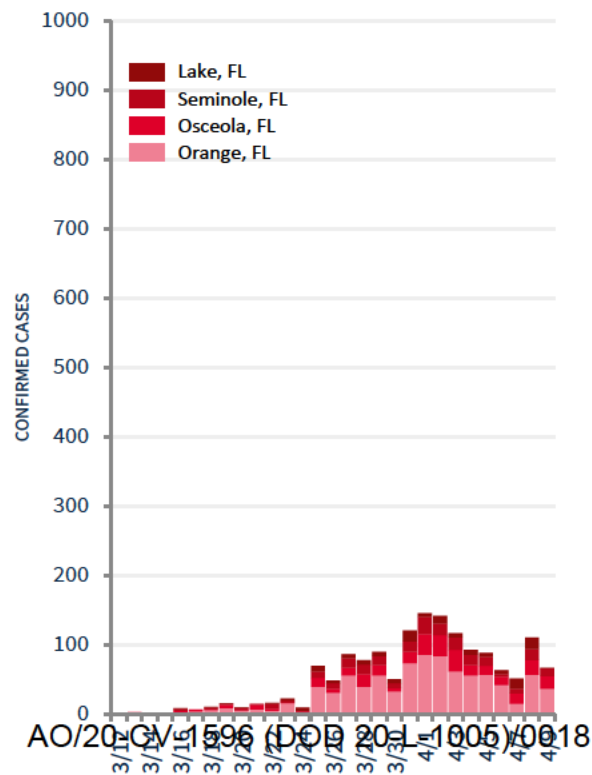


CONFIRMED CASES DAILY

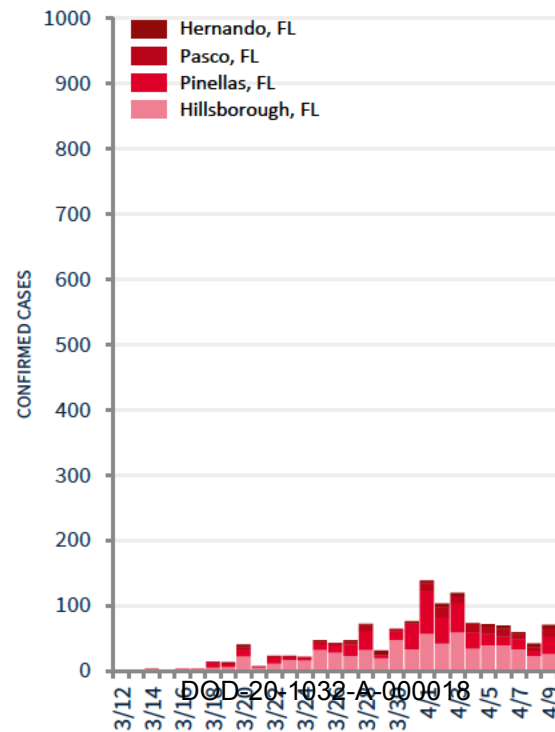
Miami-Fort Lauderdale-West Palm Beach, FL



Orlando-Kissimmee-Sanford, FL

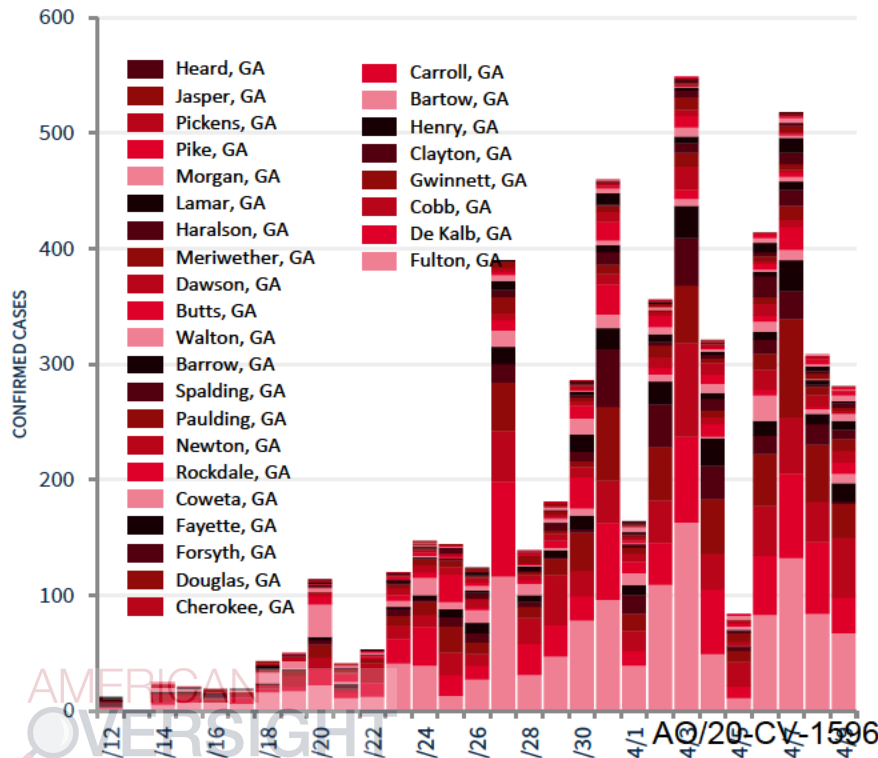


Tampa-St. Petersburg-Clearwater, FL

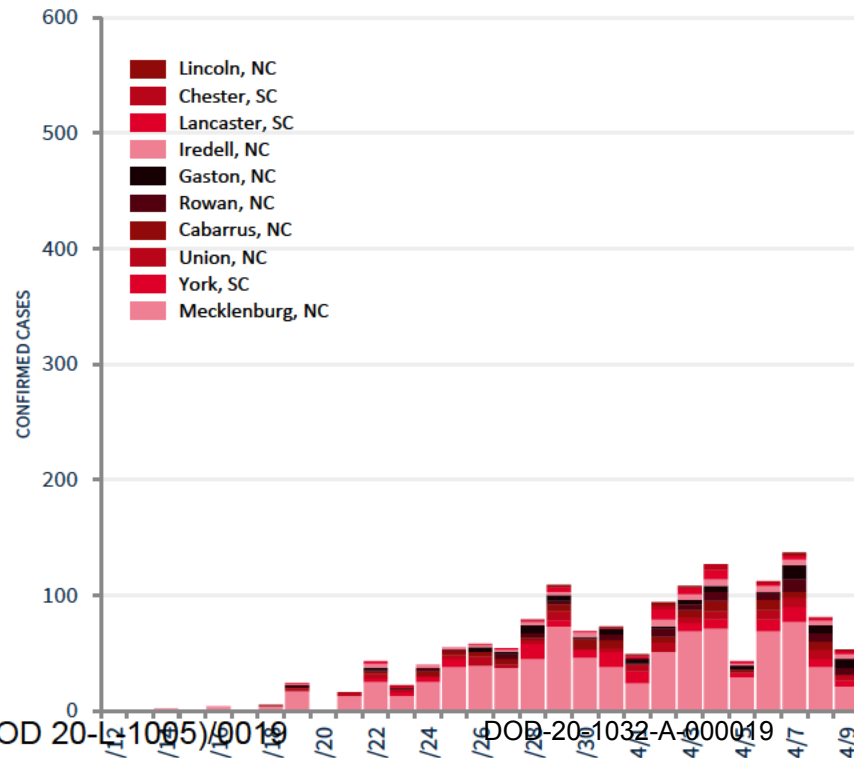


CONFIRMED CASES DAILY

Atlanta-Sandy Springs-Roswell, GA

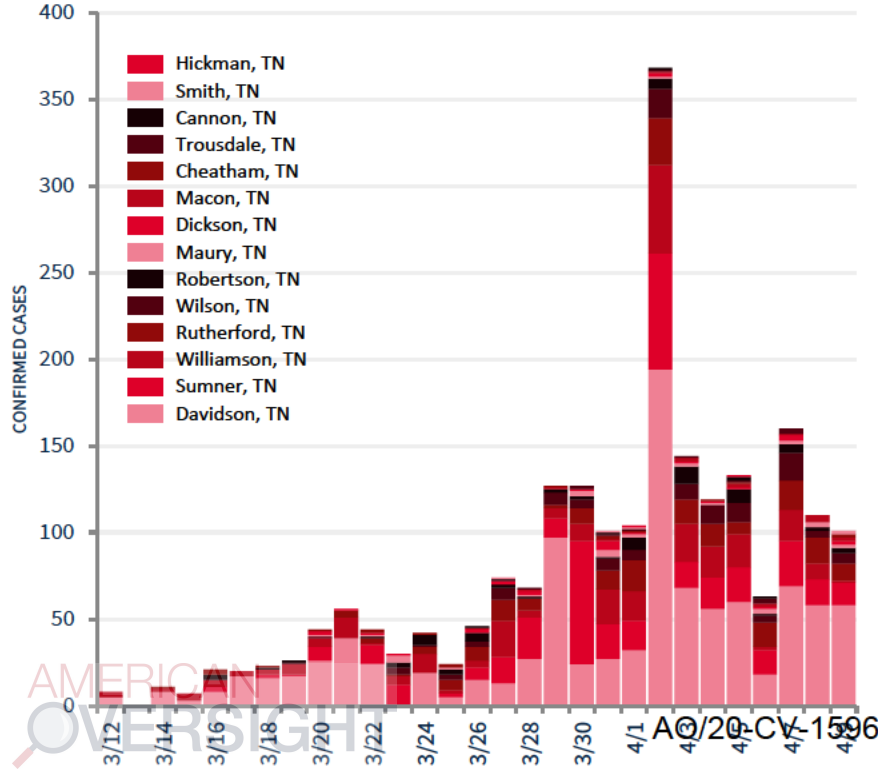


Charlotte-Concord-Gastonia, NC-SC

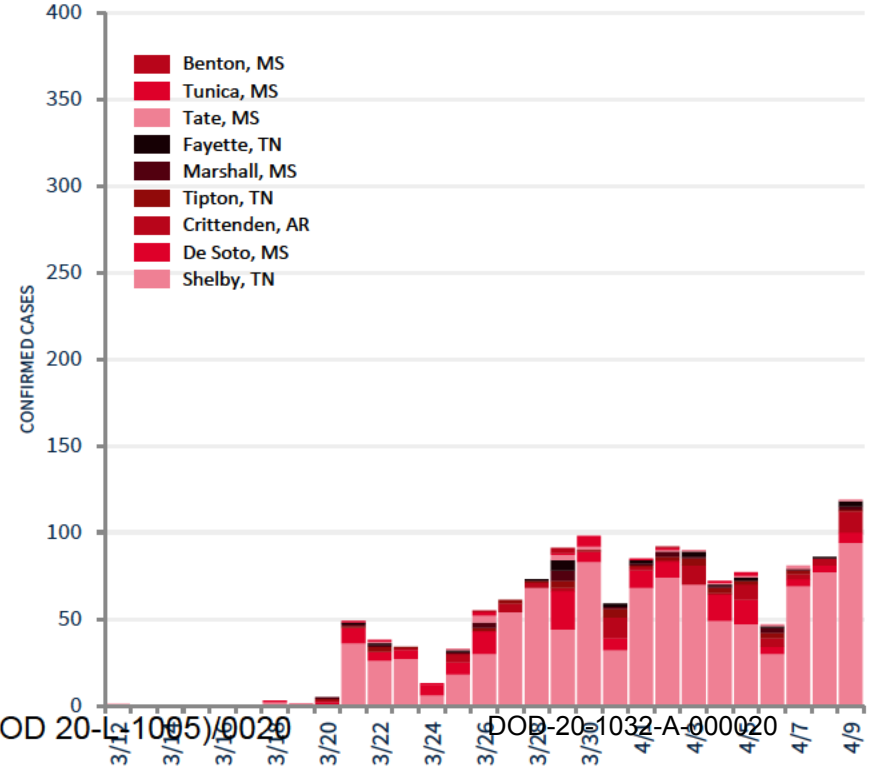


CONFIRMED CASES DAILY

Nashville-Davidson--Murfreesboro--Franklin, TN

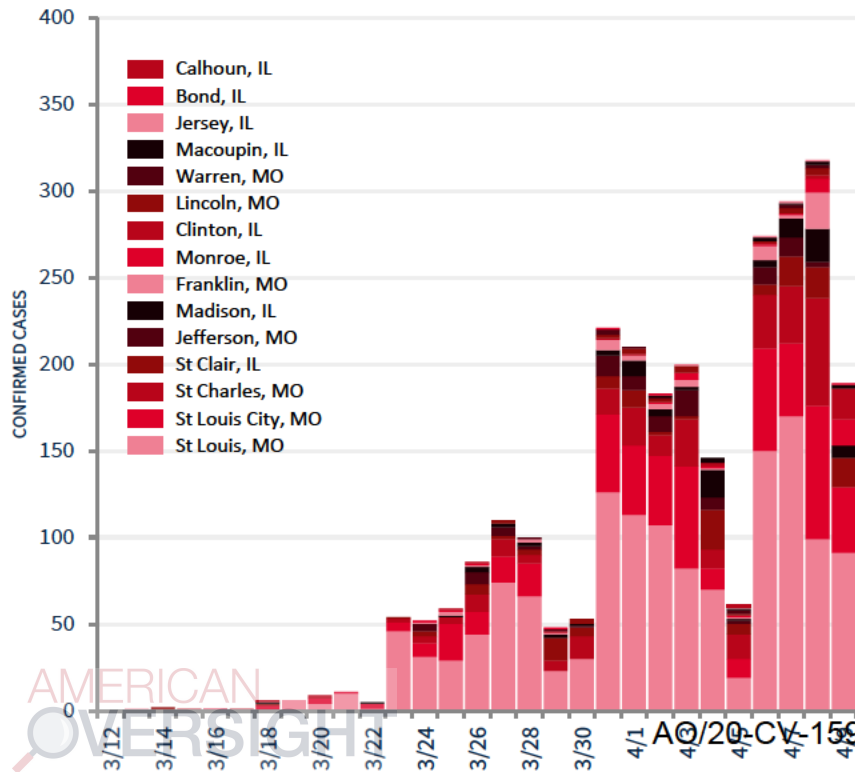


Memphis, TN-MS-AR

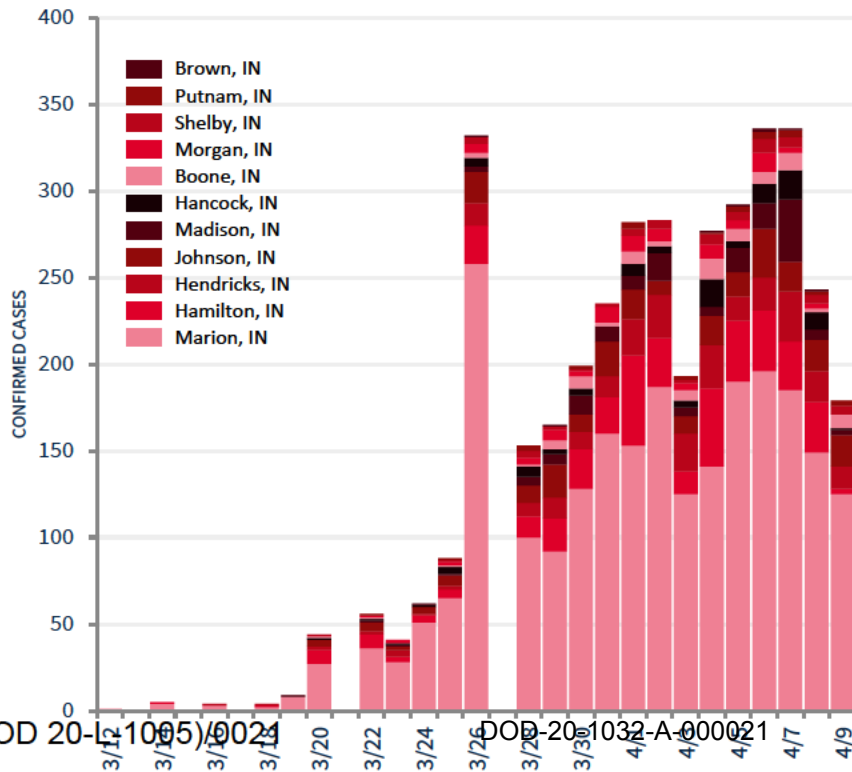


CONFIRMED CASES DAILY

St. Louis, MO-IL

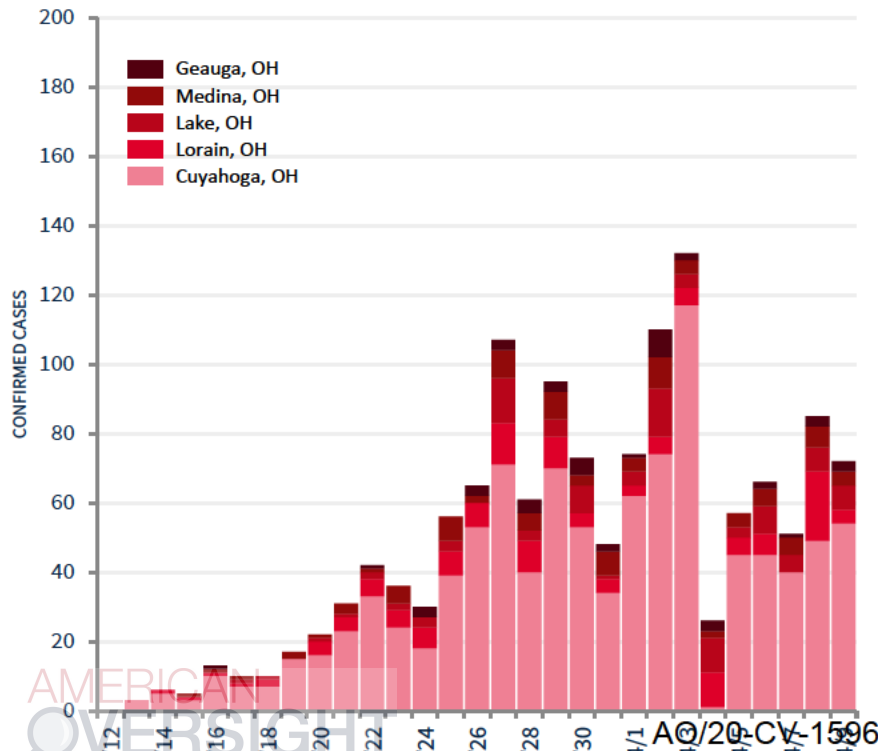


Indianapolis-Carmel-Anderson, IN

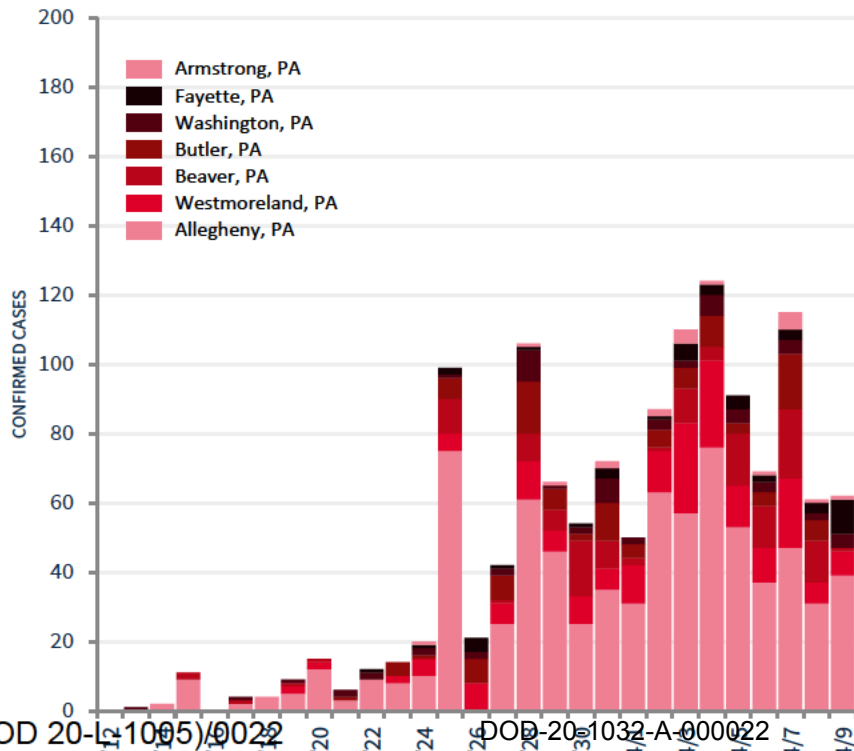


CONFIRMED CASES DAILY

Cleveland-Elyria, OH

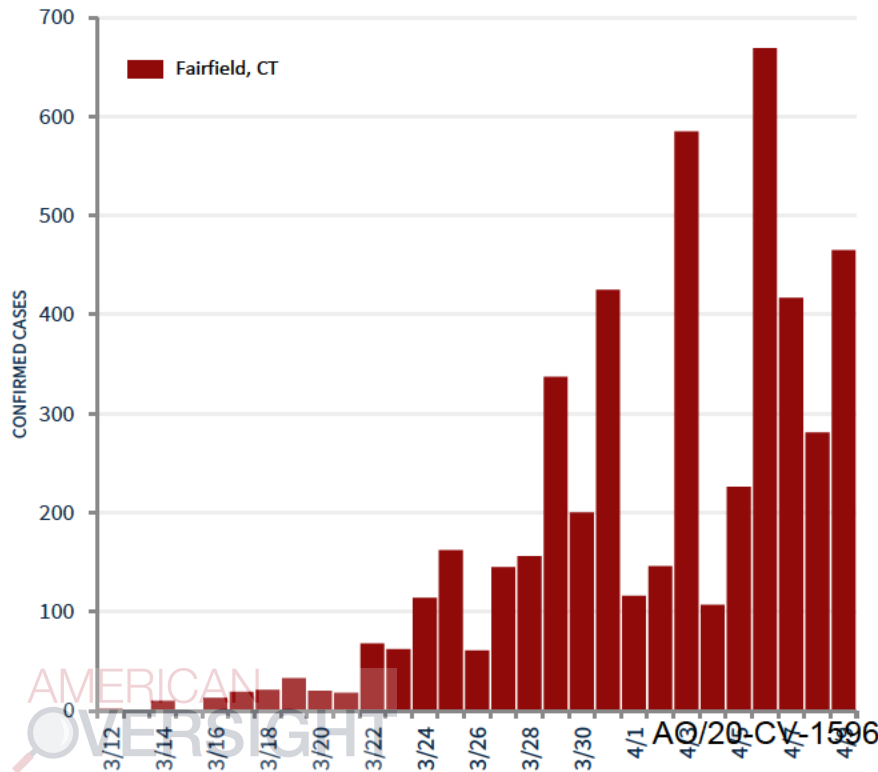


Pittsburgh, PA

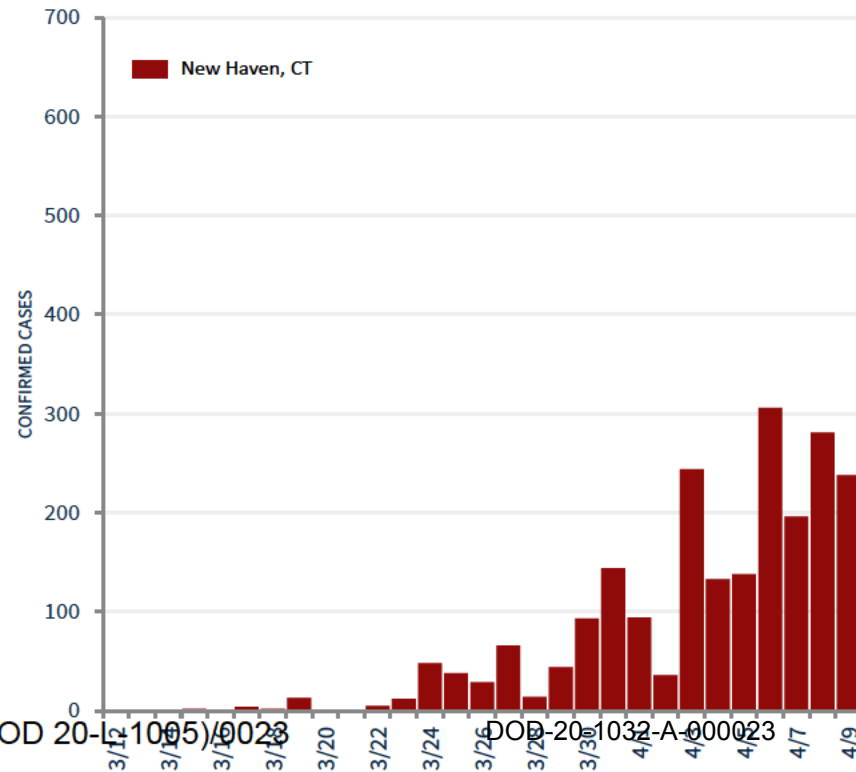


CONFIRMED CASES DAILY

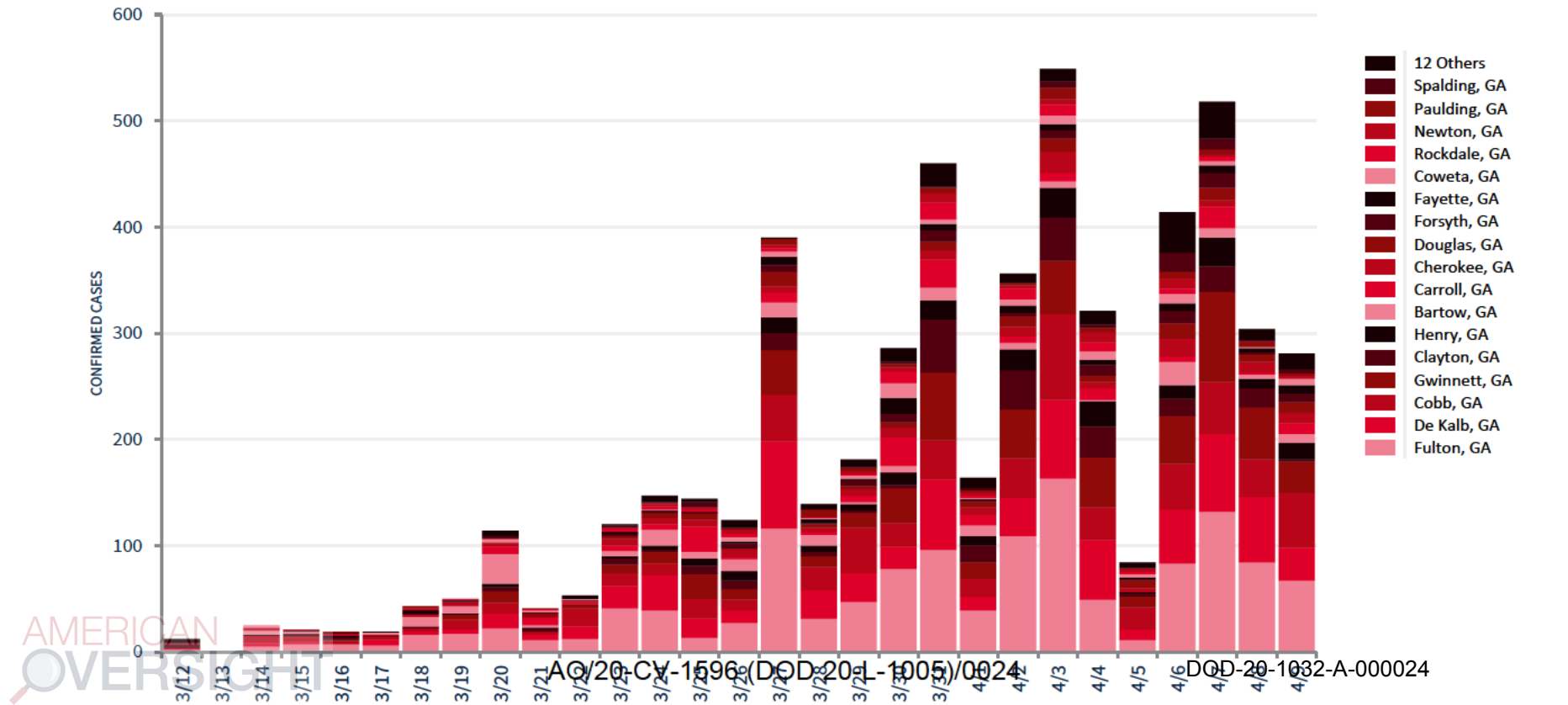
Bridgeport-Stamford-Norwalk, CT



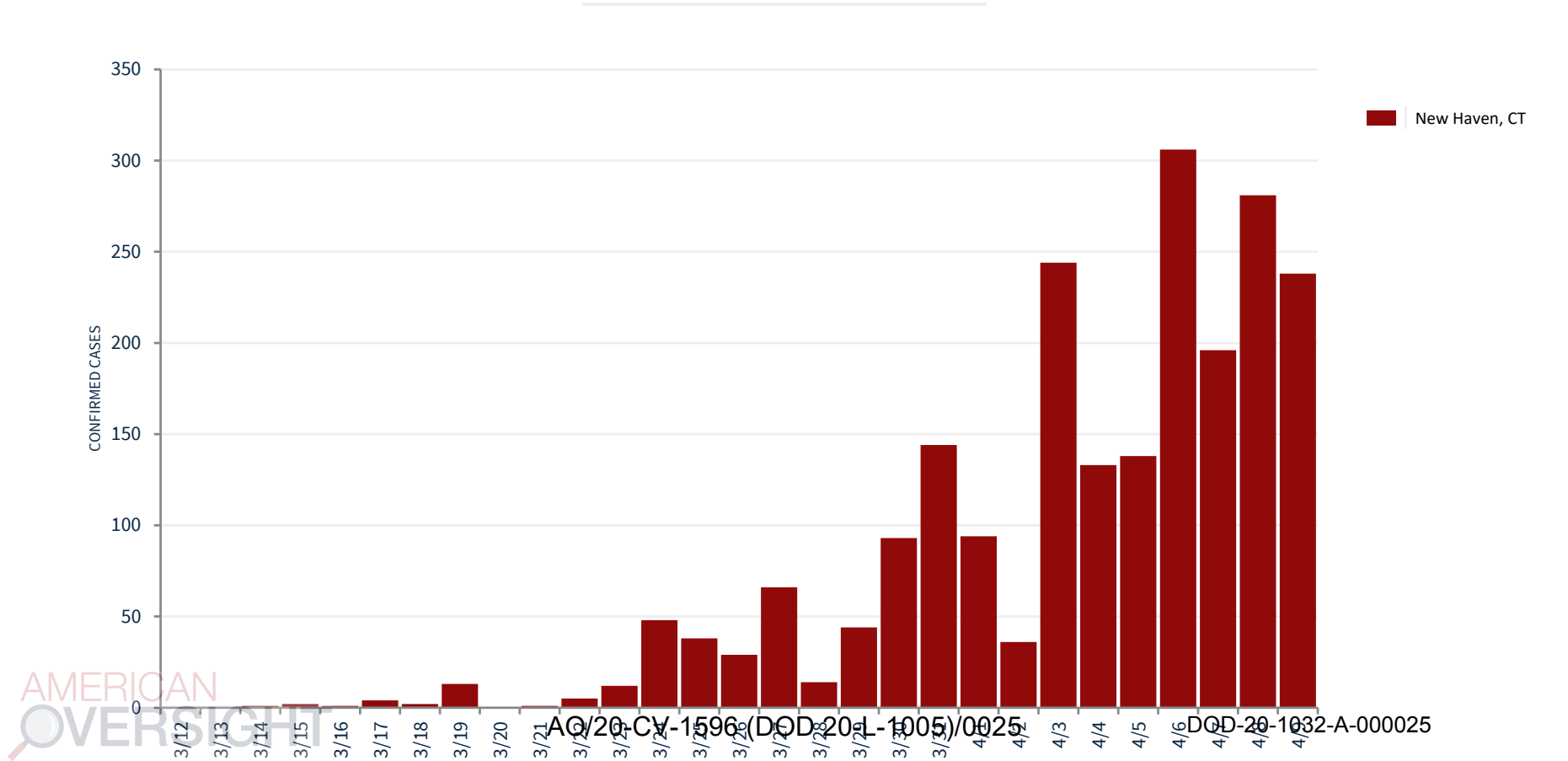
New Haven-Milford, CT



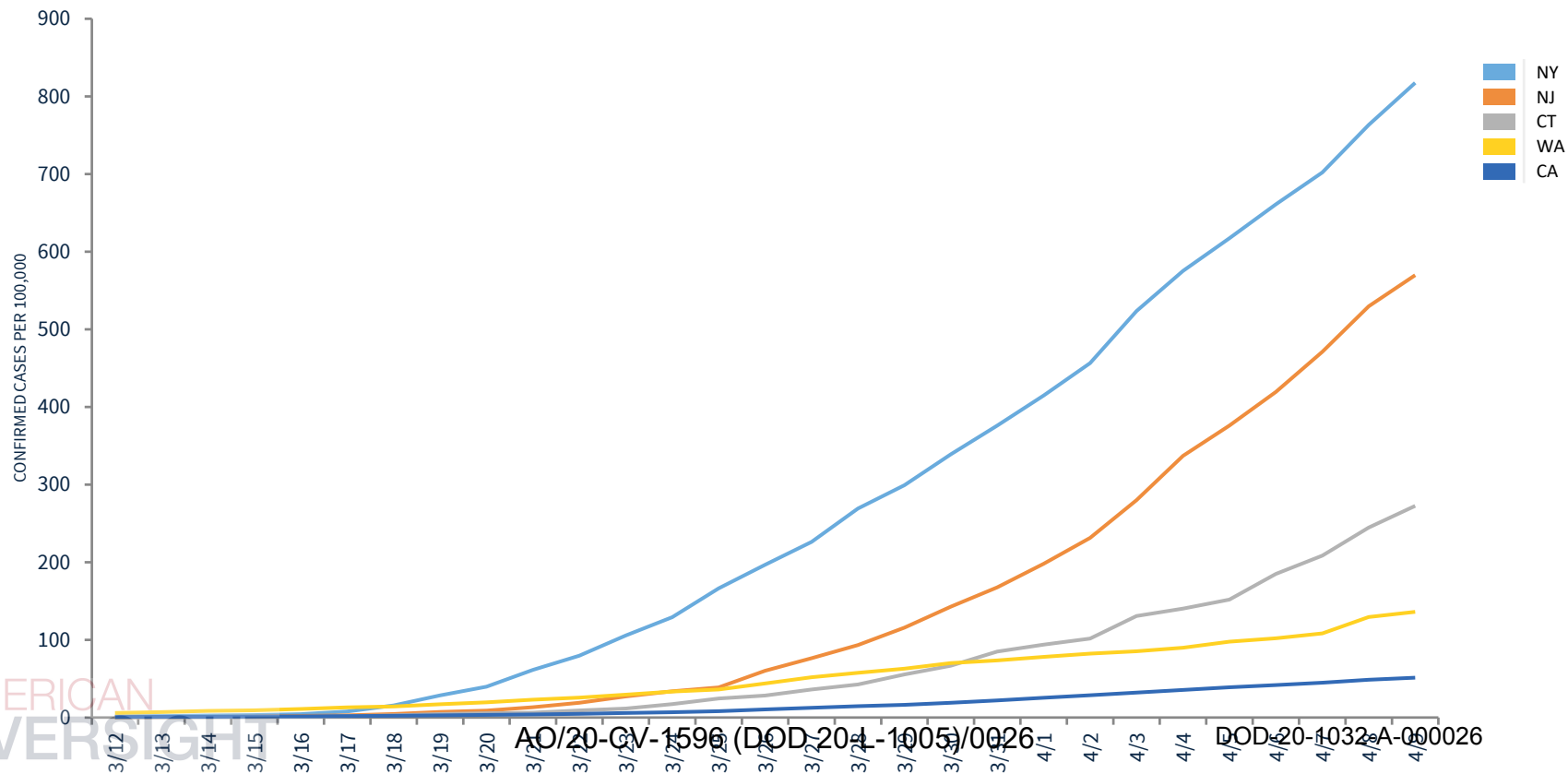
CONFIRMED CASES DAILY IN ATLANTA-SANDY SPRINGS-ROSWELL, GA



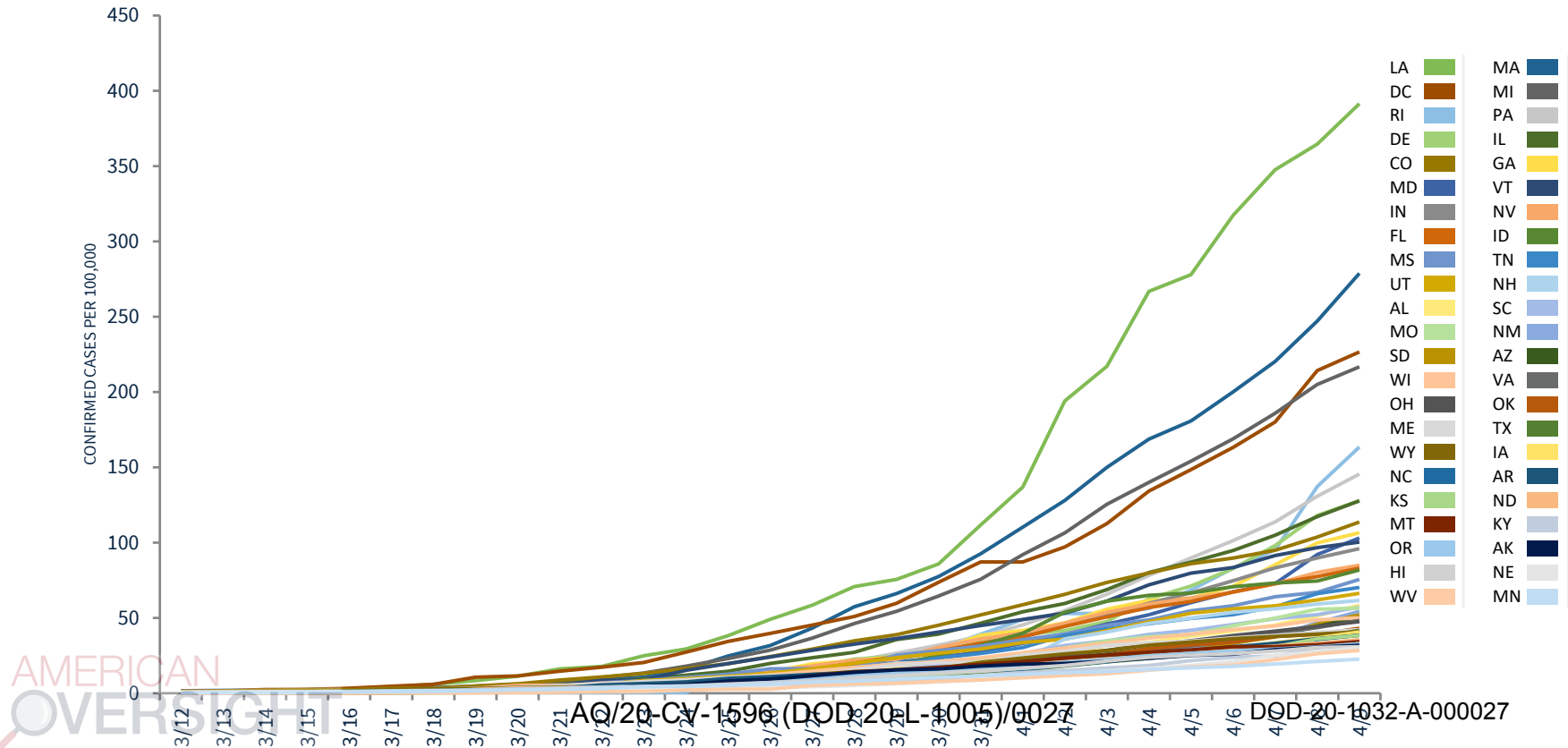
CONFIRMED CASES DAILY IN NEW HAVEN-MILFORD, CT (NEW HAVEN)



CUMULATIVE CASES PER 100,000: NY, NJ, CT, WA, CA

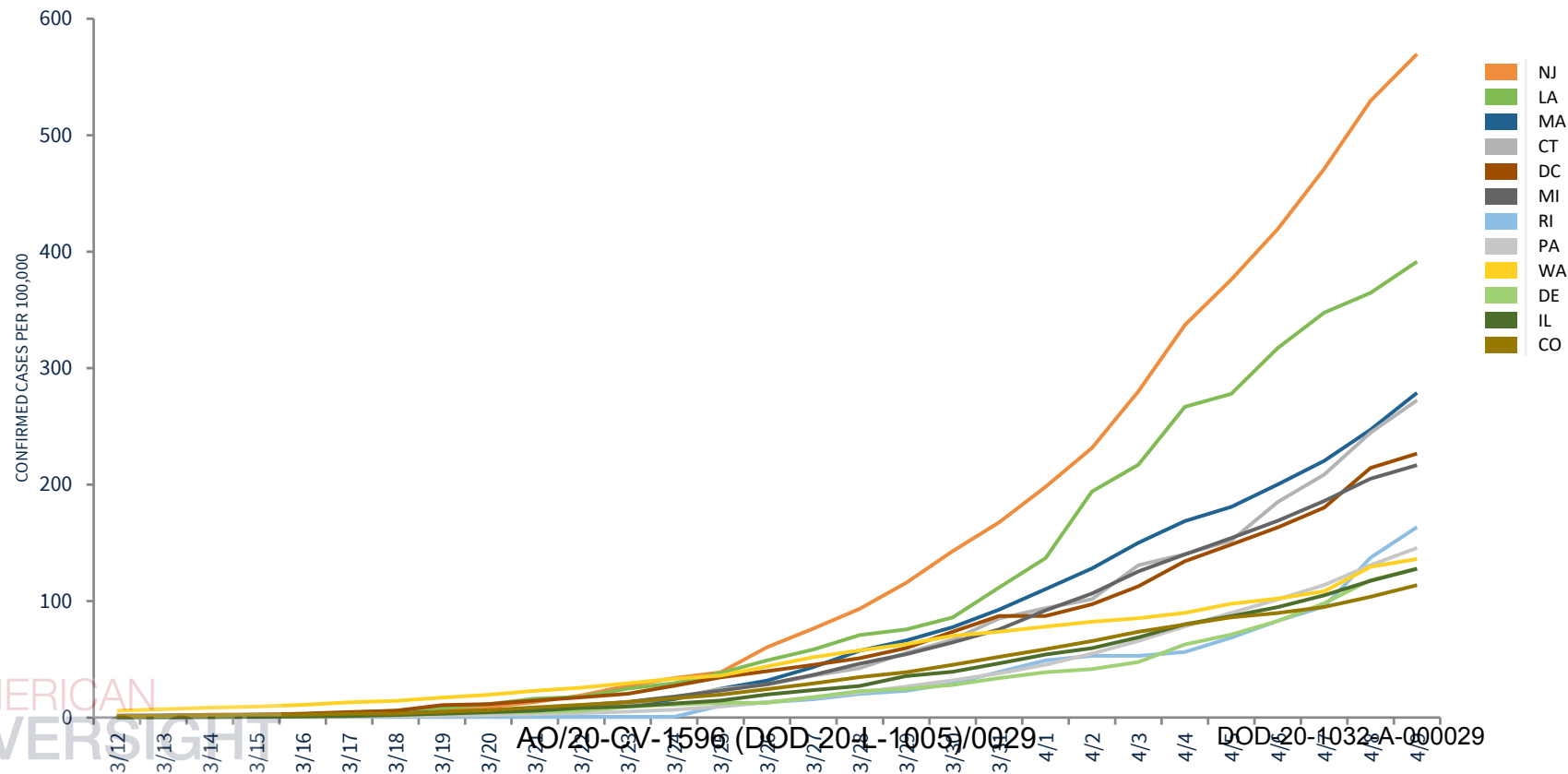


CUMULATIVE CASES PER 100,000: STATES EXCEPT NY, NJ, CT, WA, CA

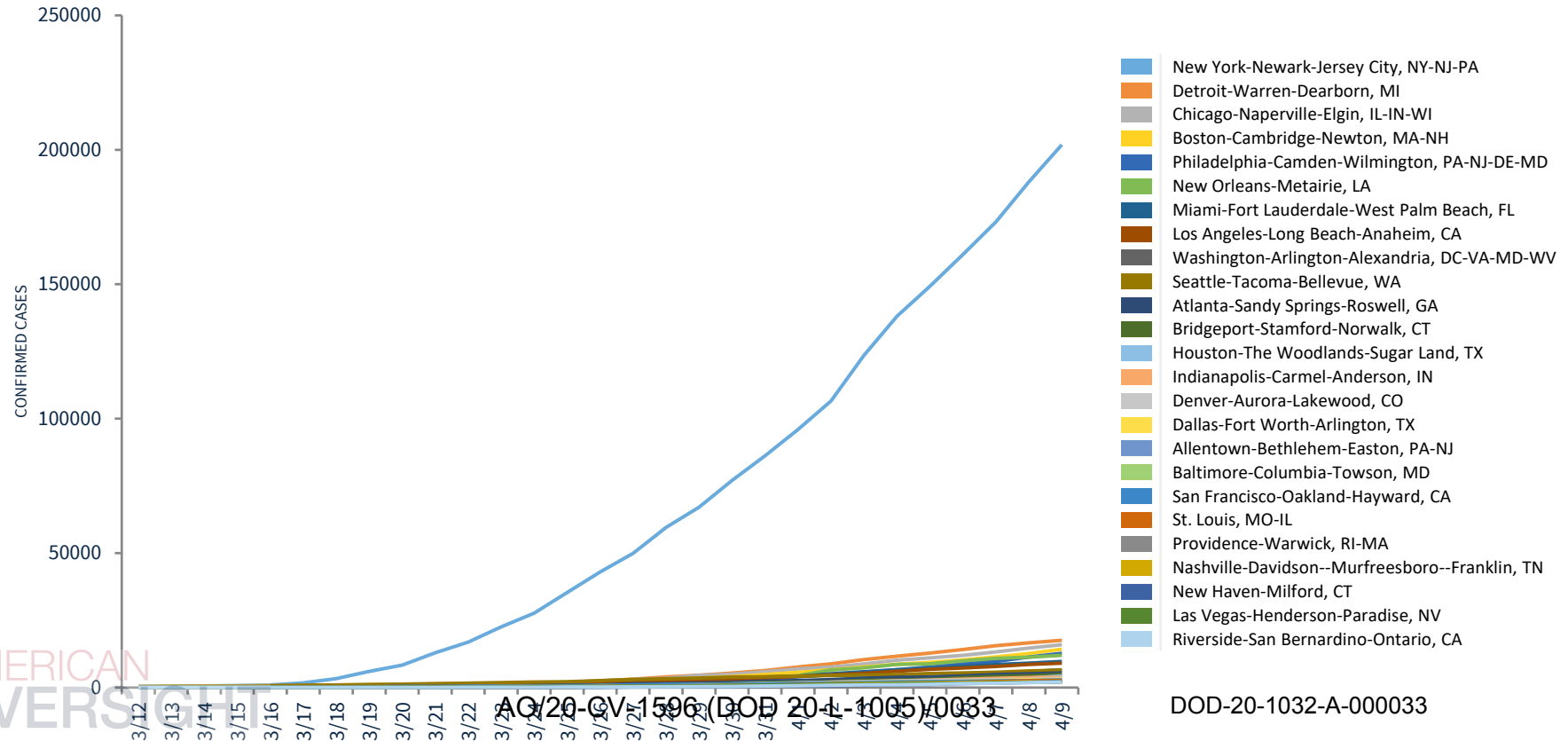




CUMULATIVE CASES PER 100,000: TOP STATES 1-12 WITHOUT NY

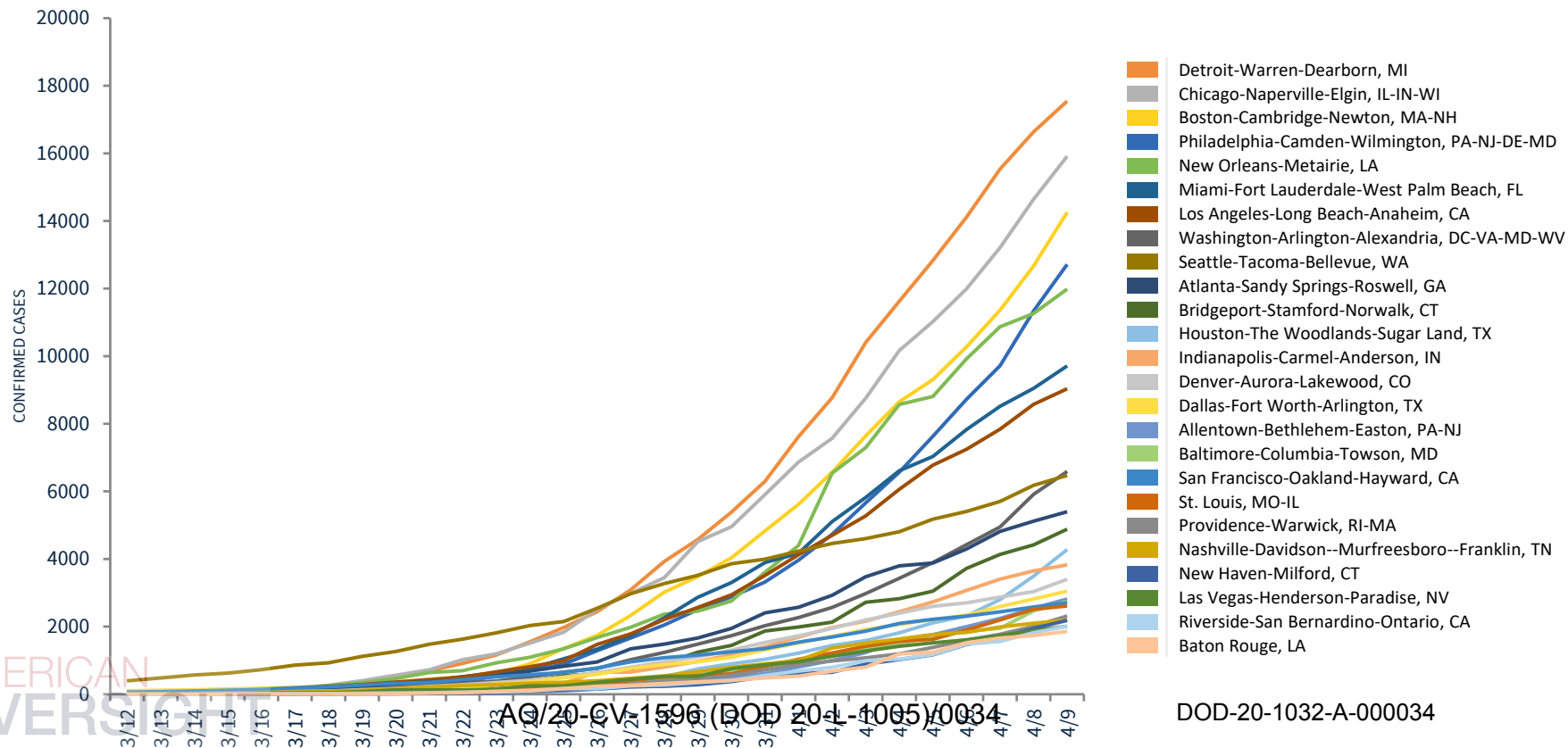


CUMULATIVE CASES: TOP 25 CBSA



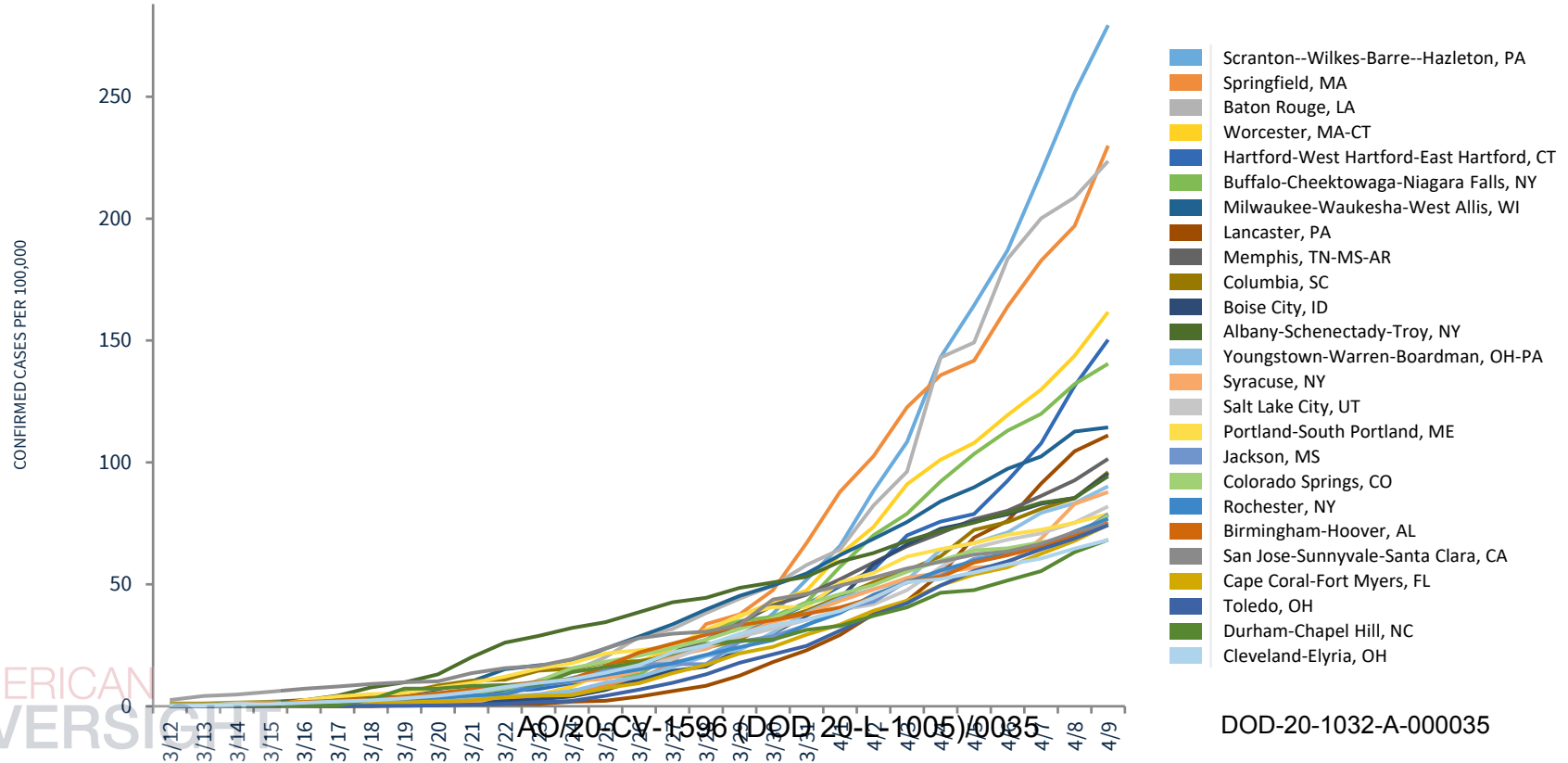
DOD-20-1032-A-000033

CUMULATIVE CASES: TOP 25 CBSA WITHOUT NYC



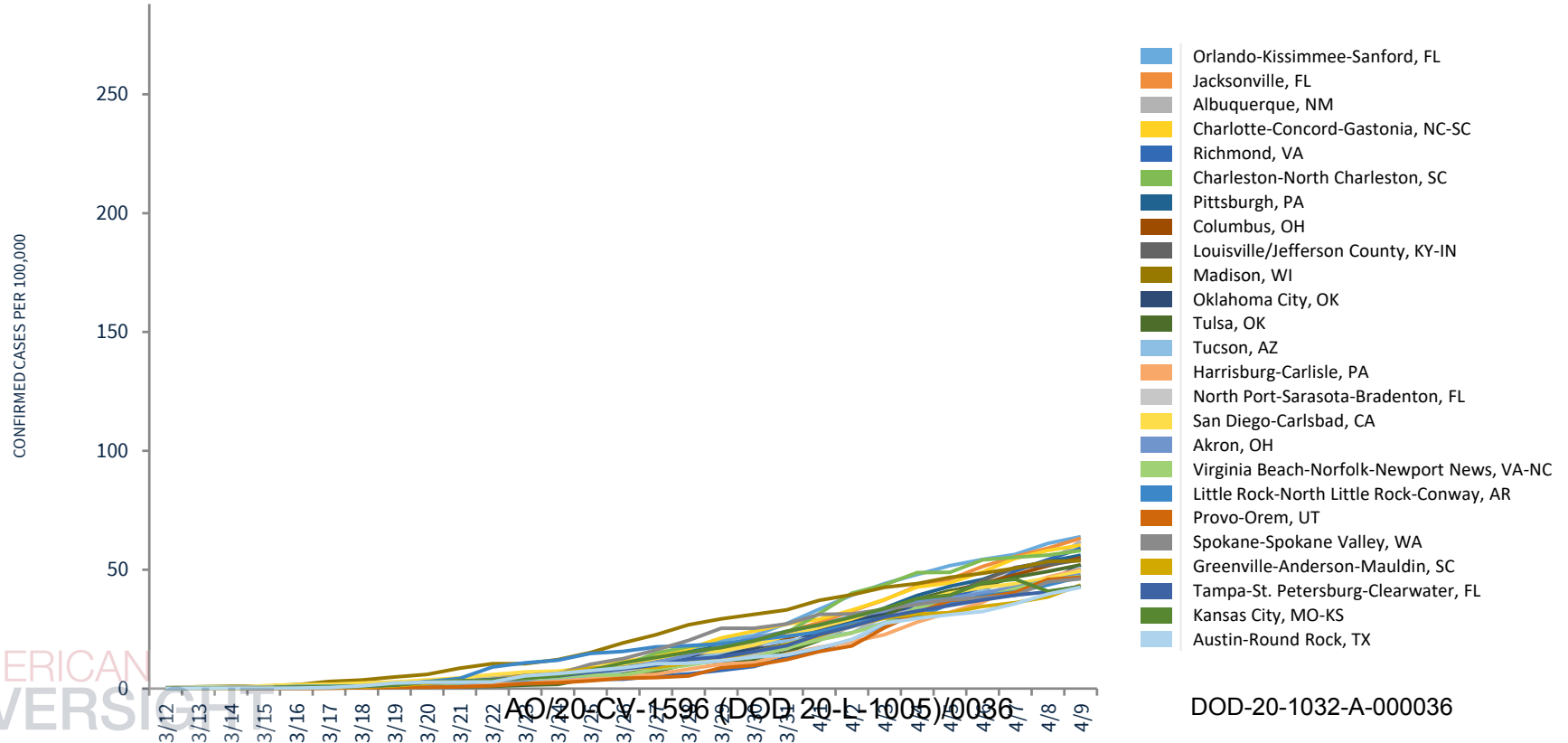
DOD-20-1032-A-000034

CUMULATIVE CASES: CBSA'S > 500K PEOPLE, EXCLUDING TOP 25 CBSA 1 - 25

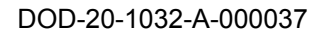


CUMULATIVE CASES: CBSA'S > 500K PEOPLE, EXCLUDING TOP 25 CBSA

26 - 50

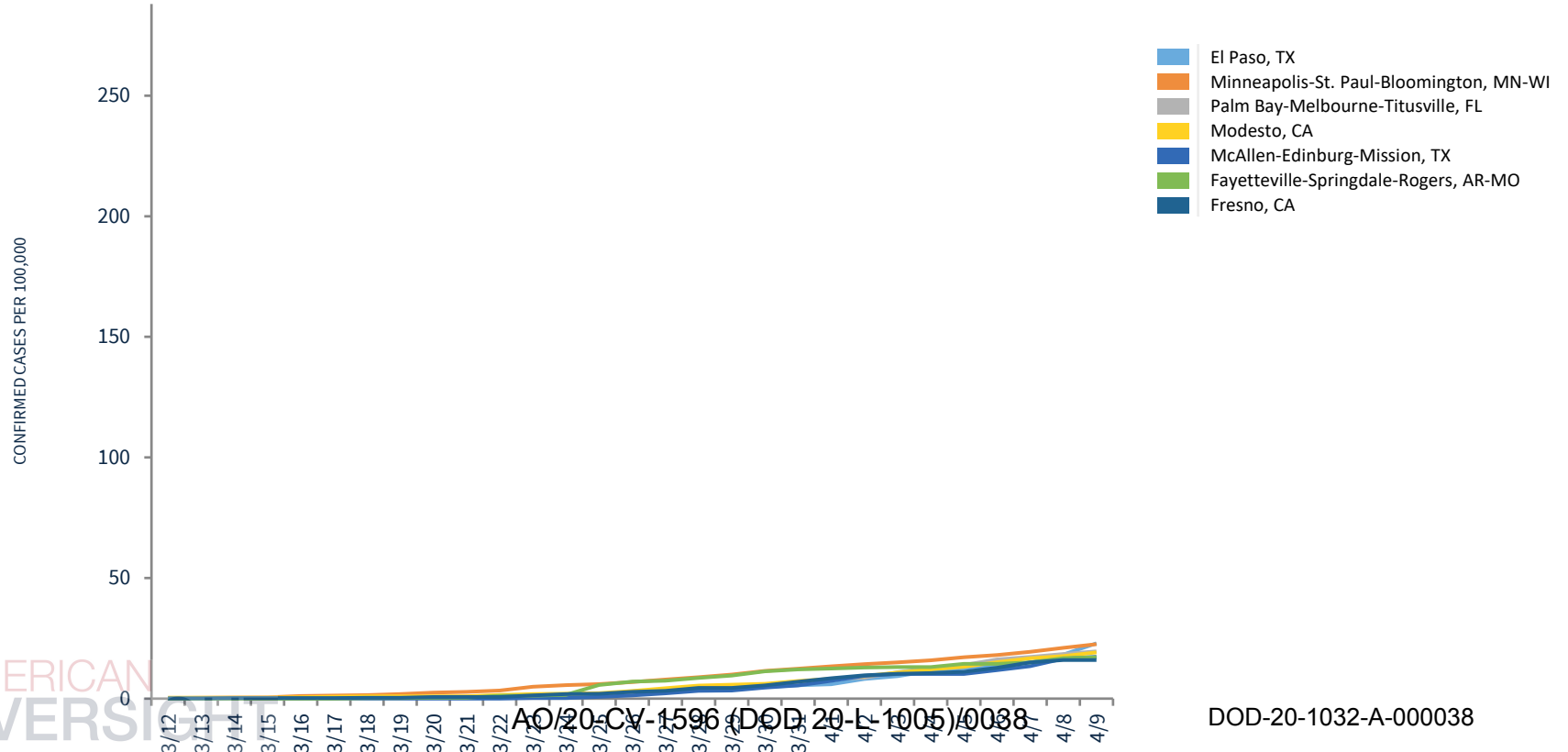


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CUMULATIVE CASES: CBSA'S > 500K PEOPLE, EXCLUDING TOP 25 CBSA

76 - 82

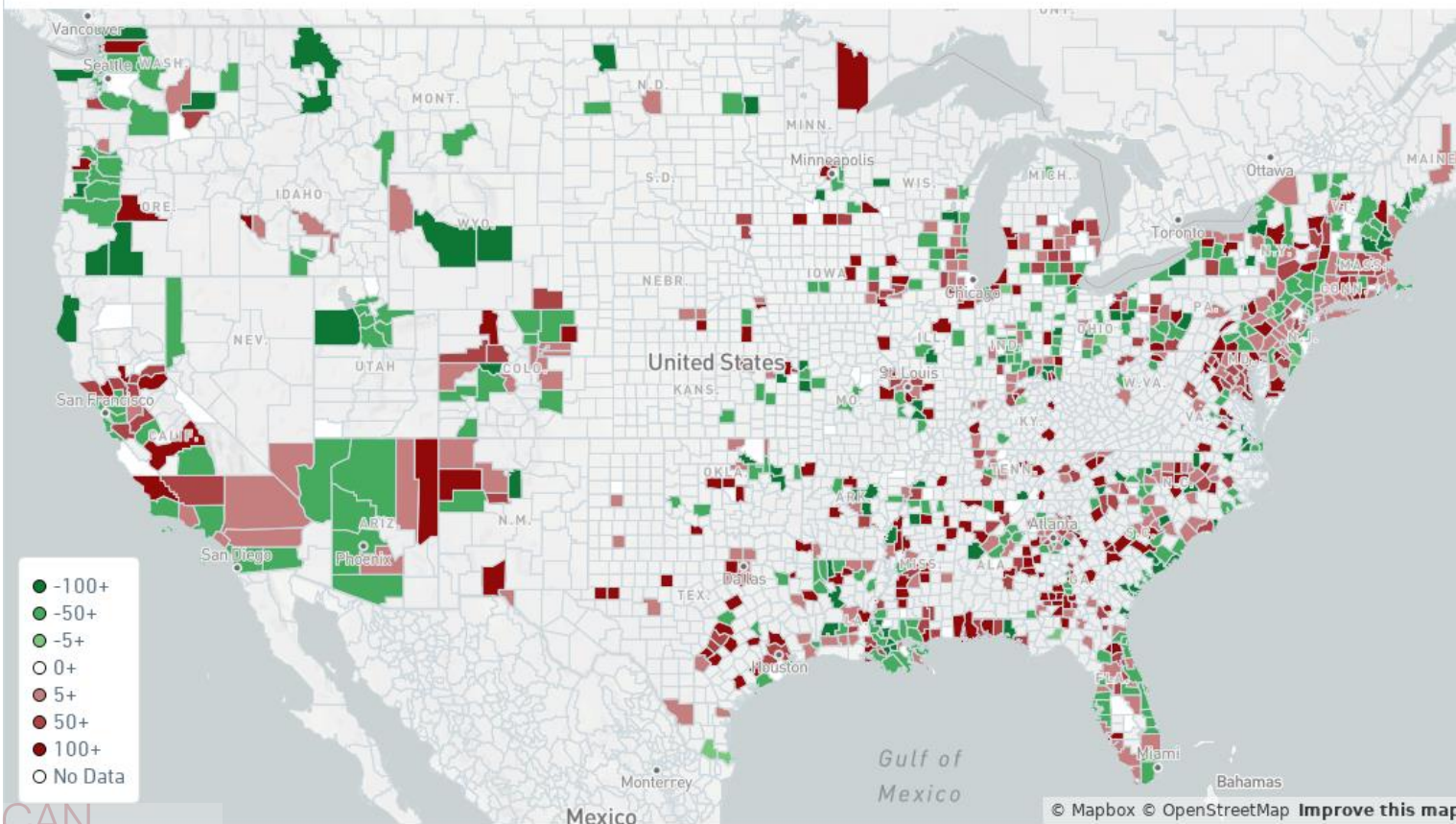


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Percent Change - Maps

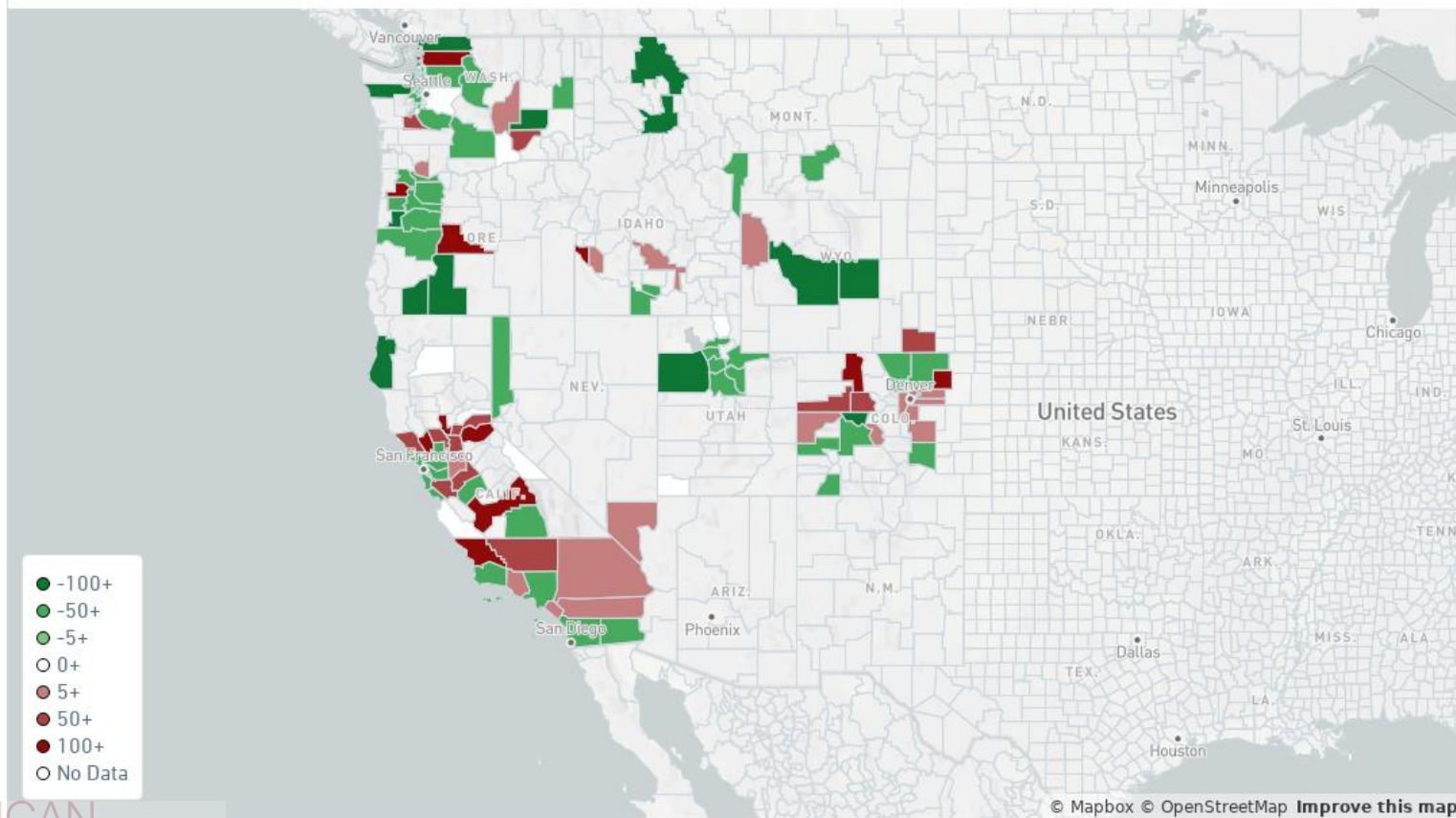
Percentage change of the most recent 3-day new cases vs. the 3-days before that

Source: CSBS



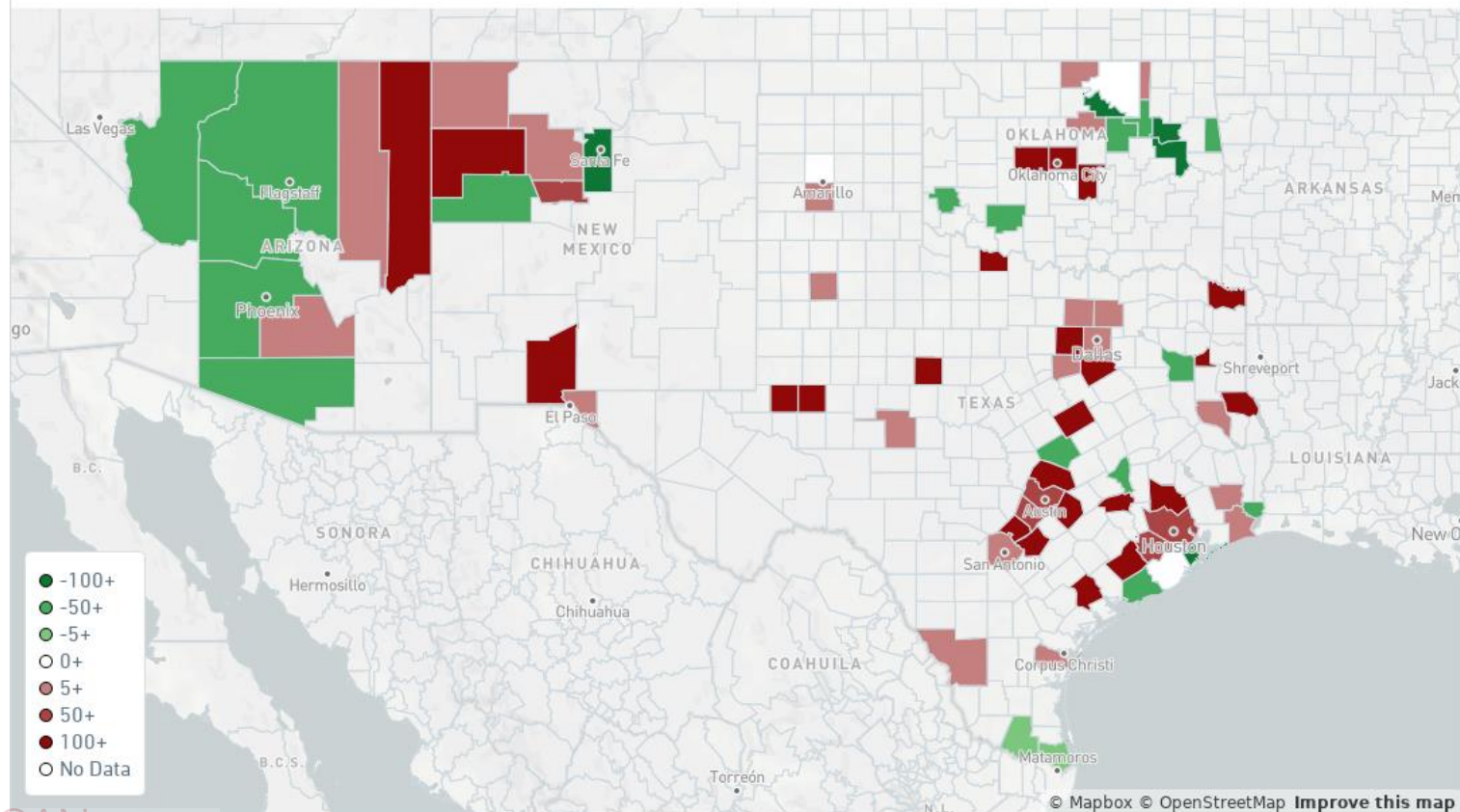
Percentage change of the most recent 3-day new cases vs. the 3-days before that - West

Source: CSBS



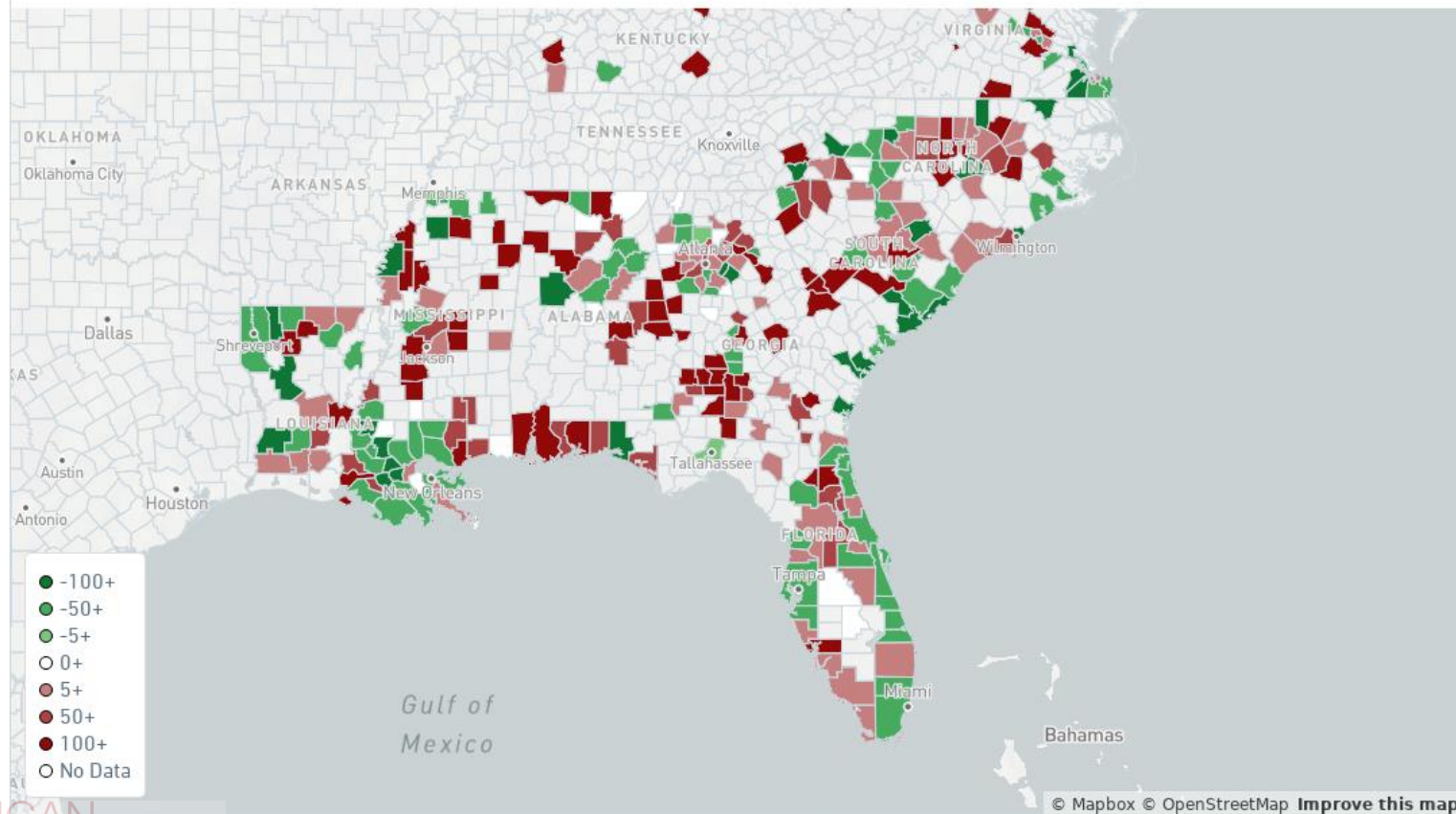
Percentage change of the most recent 3-day new cases vs. the 3-days before that - Southwest

Source: CSBS



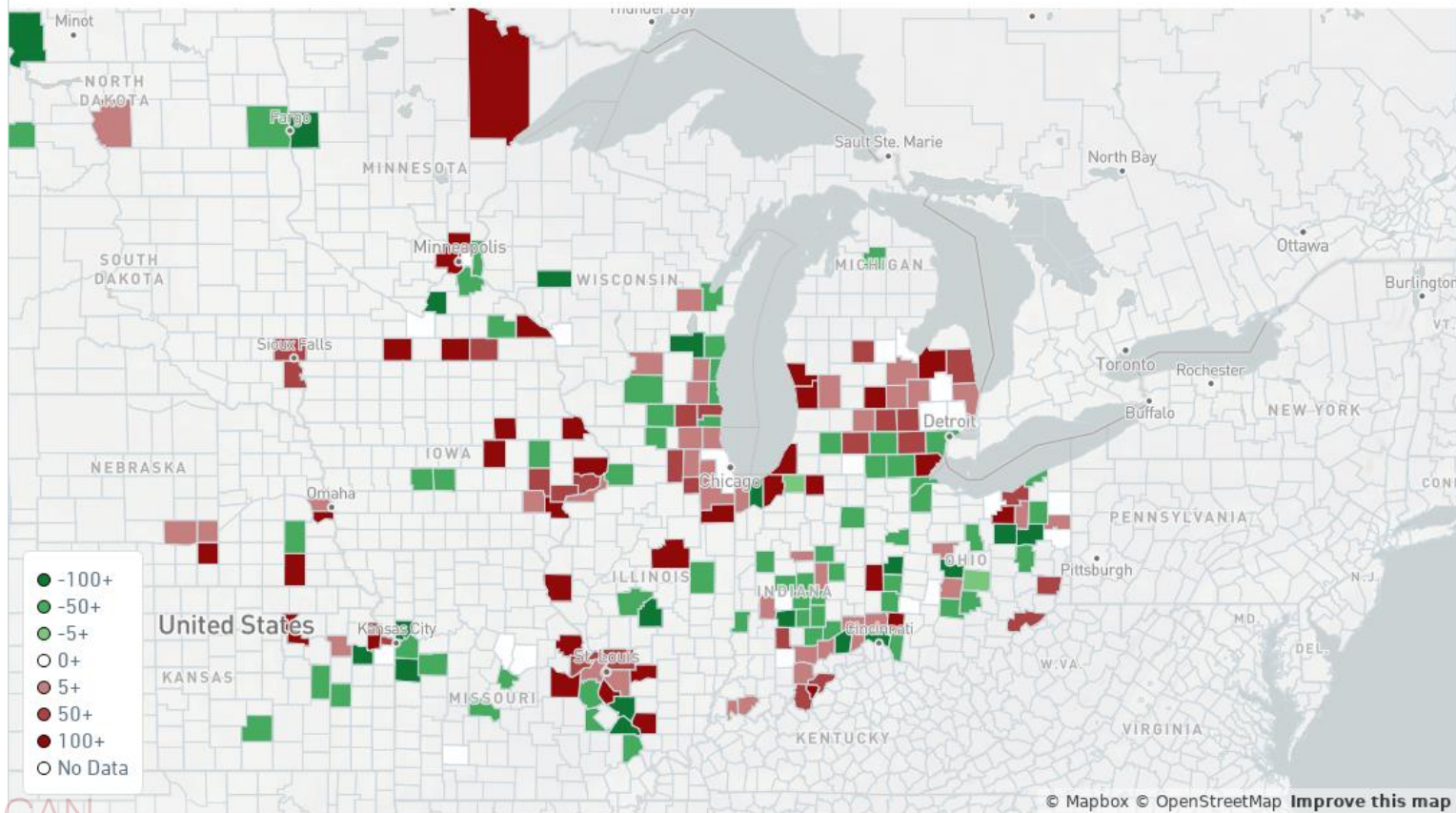
Percentage change of the most recent 3-day new cases vs. the 3-days before that - Southeast

Source: CSBS



Percentage change of the most recent 3-day new cases vs. the 3-days before that - Midwest

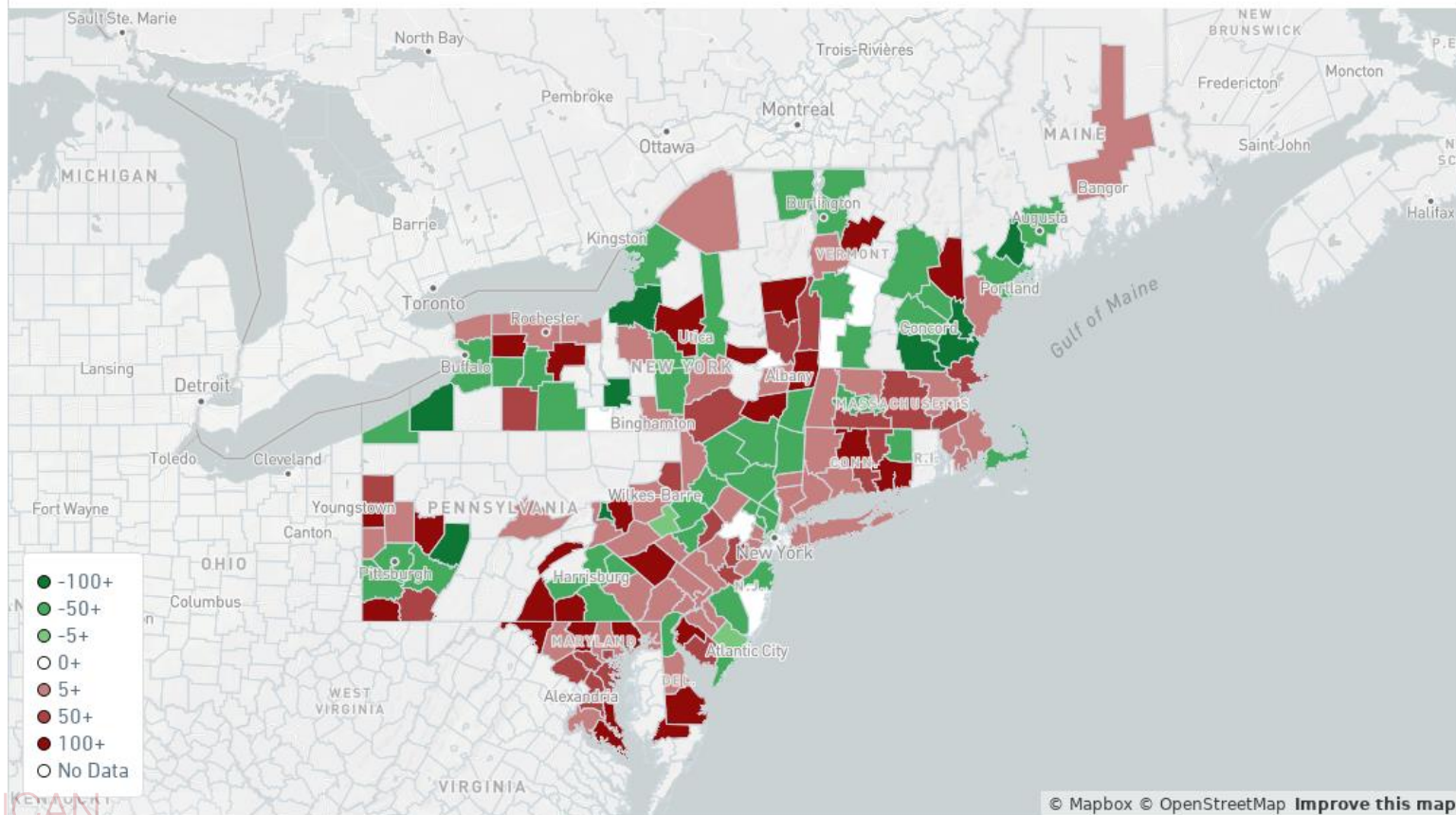
Source: CSBS



© Mapbox © OpenStreetMap Improve this map

Percentage change of the most recent 3-day new cases vs. the 3-days before that - Northeast

Source: CSBS

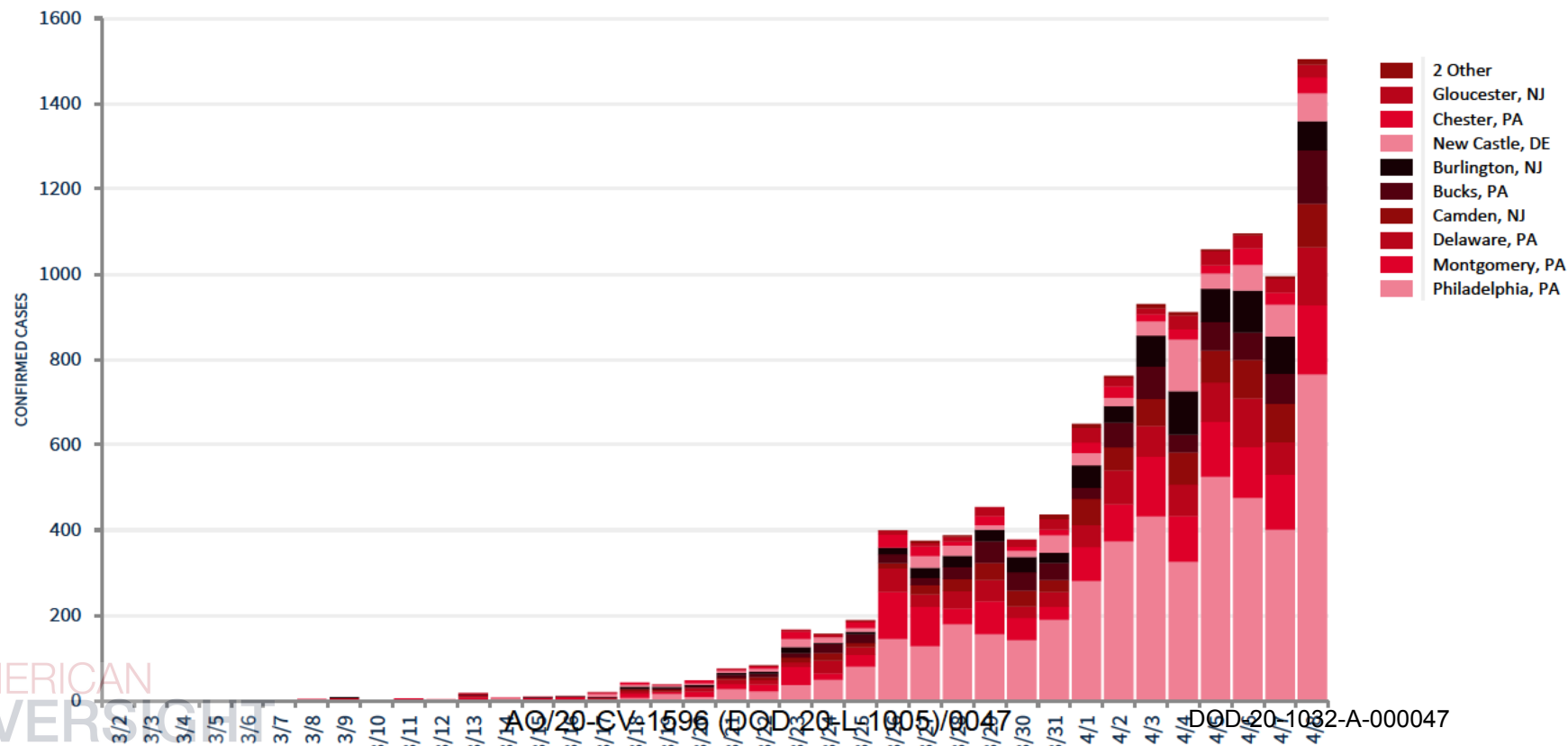


© Mapbox © OpenStreetMap [Improve this map](#)

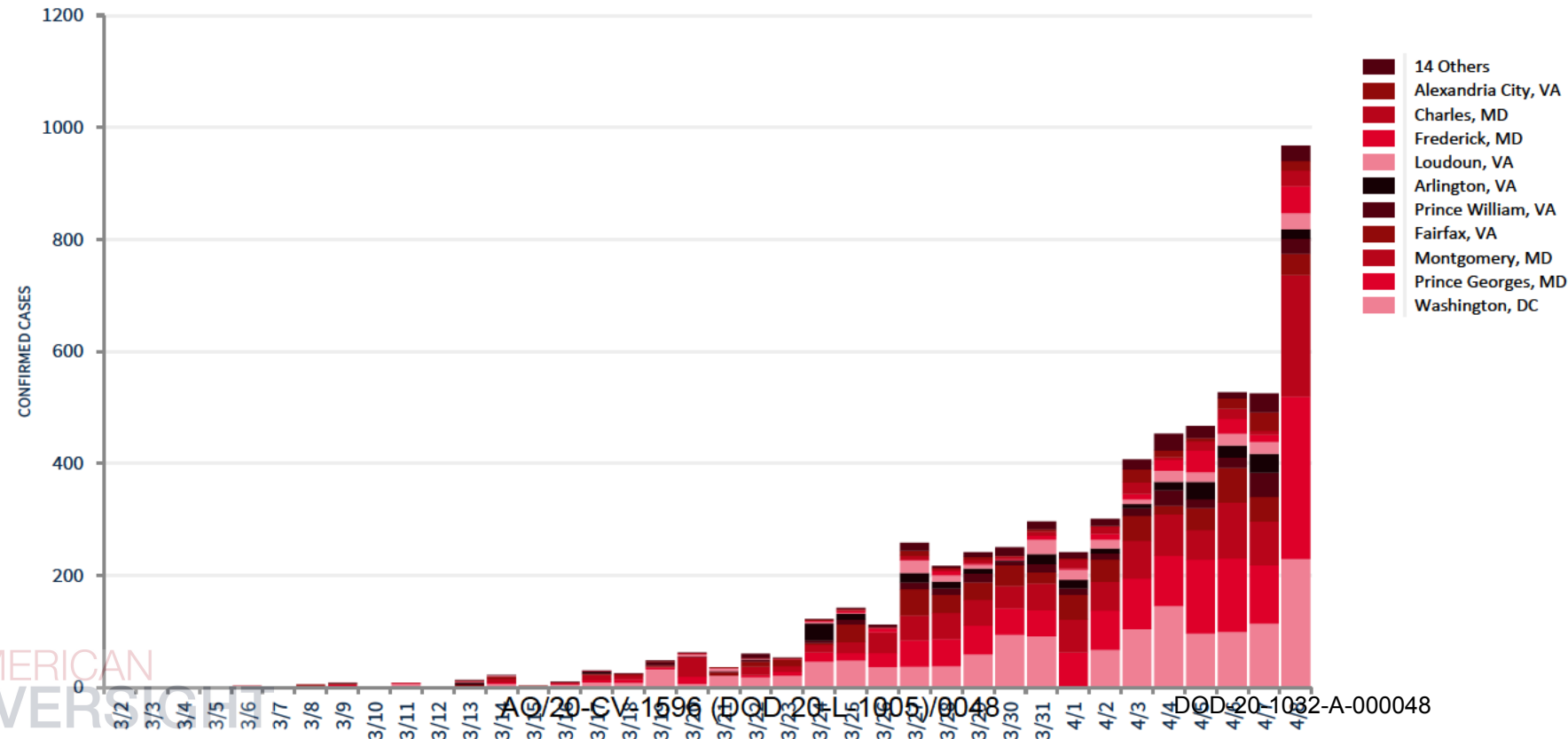
Key Operational Issues 9 April 2020

- **Outbreaks close to peak and stabilizing**
 - New York Metro (NJ, NYC, Long Island, CT, RI) – stable except for specific counties and Providence
 - Detroit metro – early promising signs
 - New Orleans Metro - stable
 - Denver metro – declining
 - Calif and Wash State stable
- **Outbreaks with cases continuing**
 - Chicago metro – continued daily cases – no significant declines
 - Boston metro – continued daily cases - no significant declines
- **New Emerging Hot Spots**
 - DC metro area, Baltimore metro, Philadelphia metro, St. Louis, New Haven, Houston
- **Watch areas– Milwaukee, Baton Rouge, Pittsburgh, Indianapolis, Atlanta metro – contact to ensure they have what they need**

CONFIRMED CASES DAILY IN PHILADELPHIA-CAMDEN-WILMINGTON, PA-NJ-DE-MD



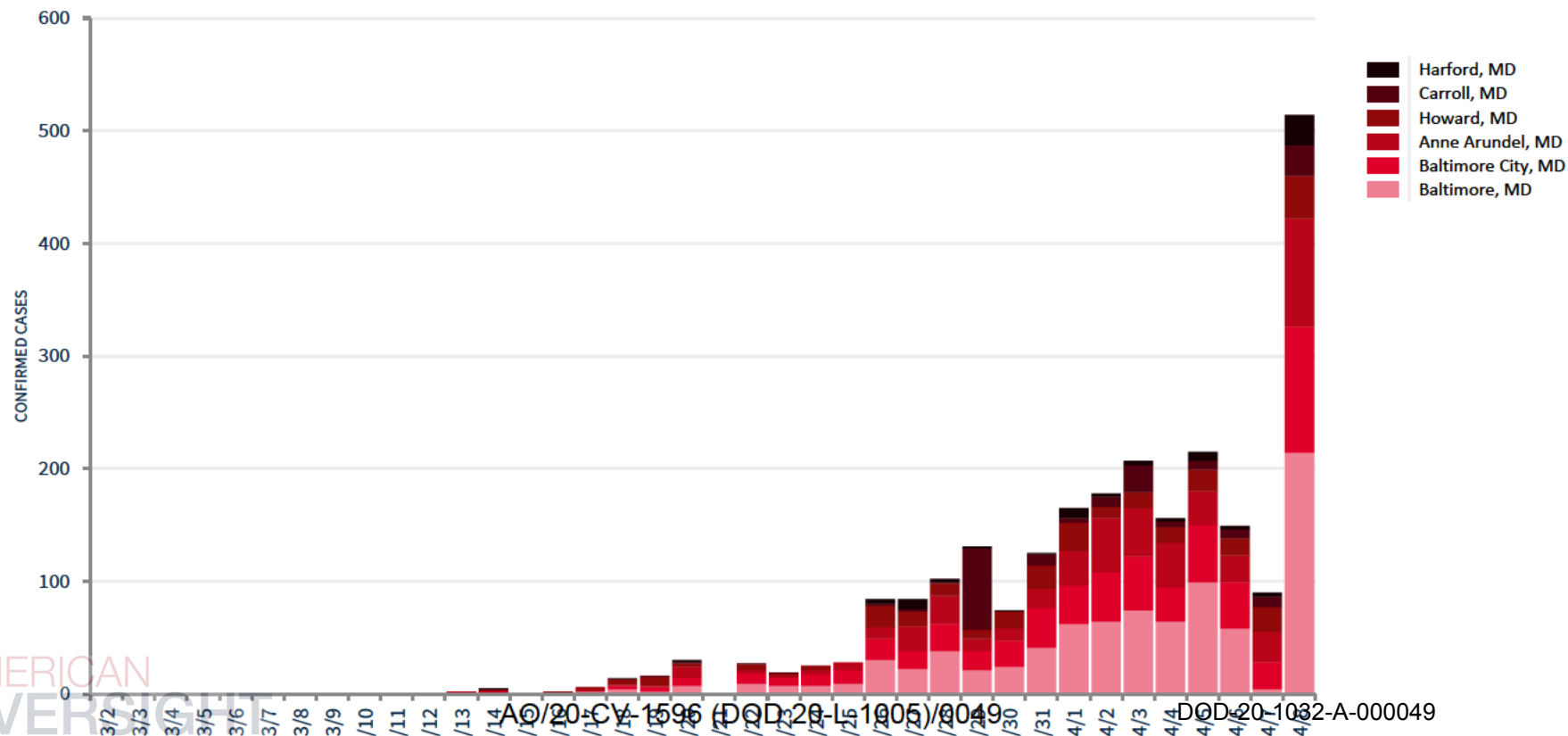
CONFIRMED CASES DAILY IN WASHINGTON-ARLINGTON-ALEXANDRIA, DC-VA-MD-WV



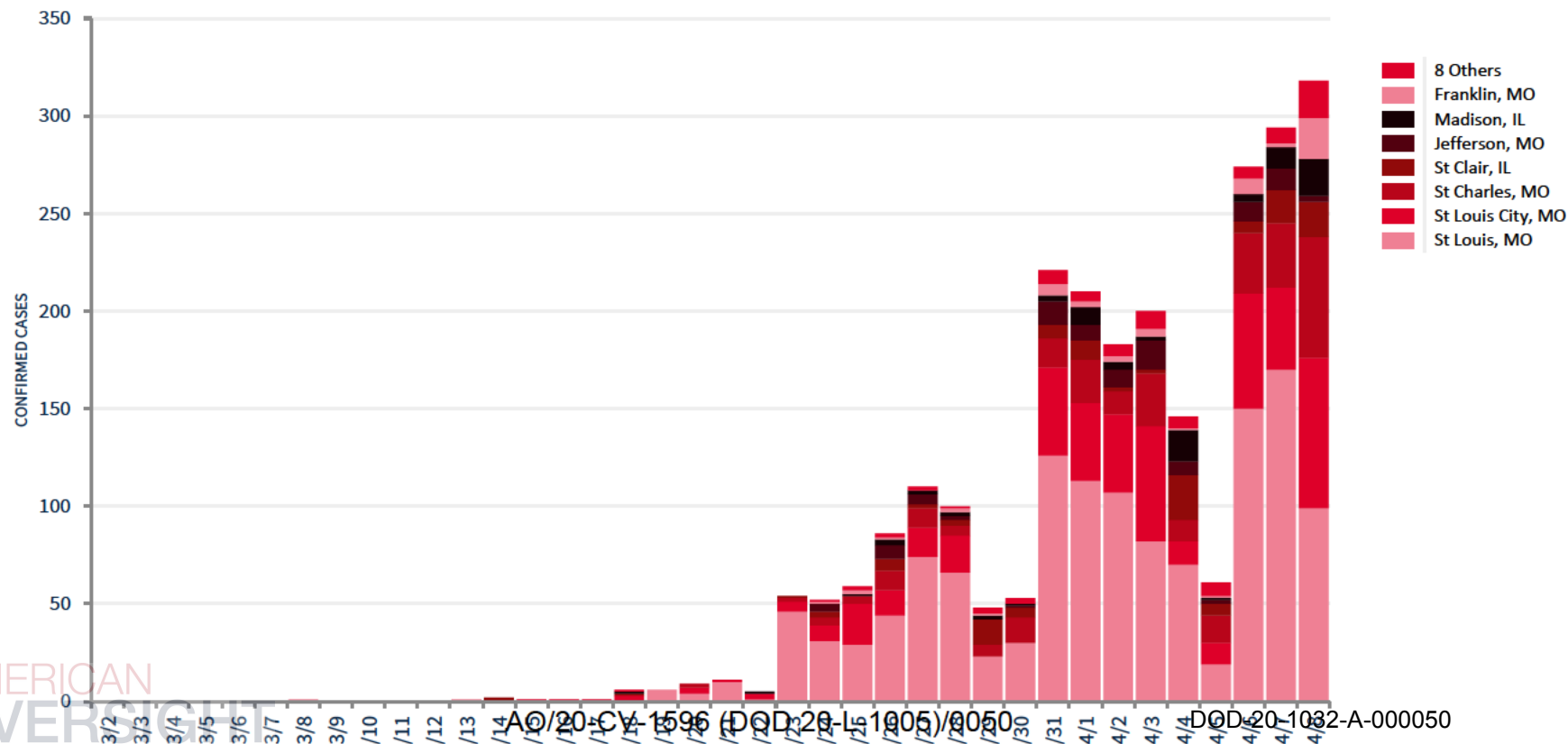
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DOD-201032-A-000048

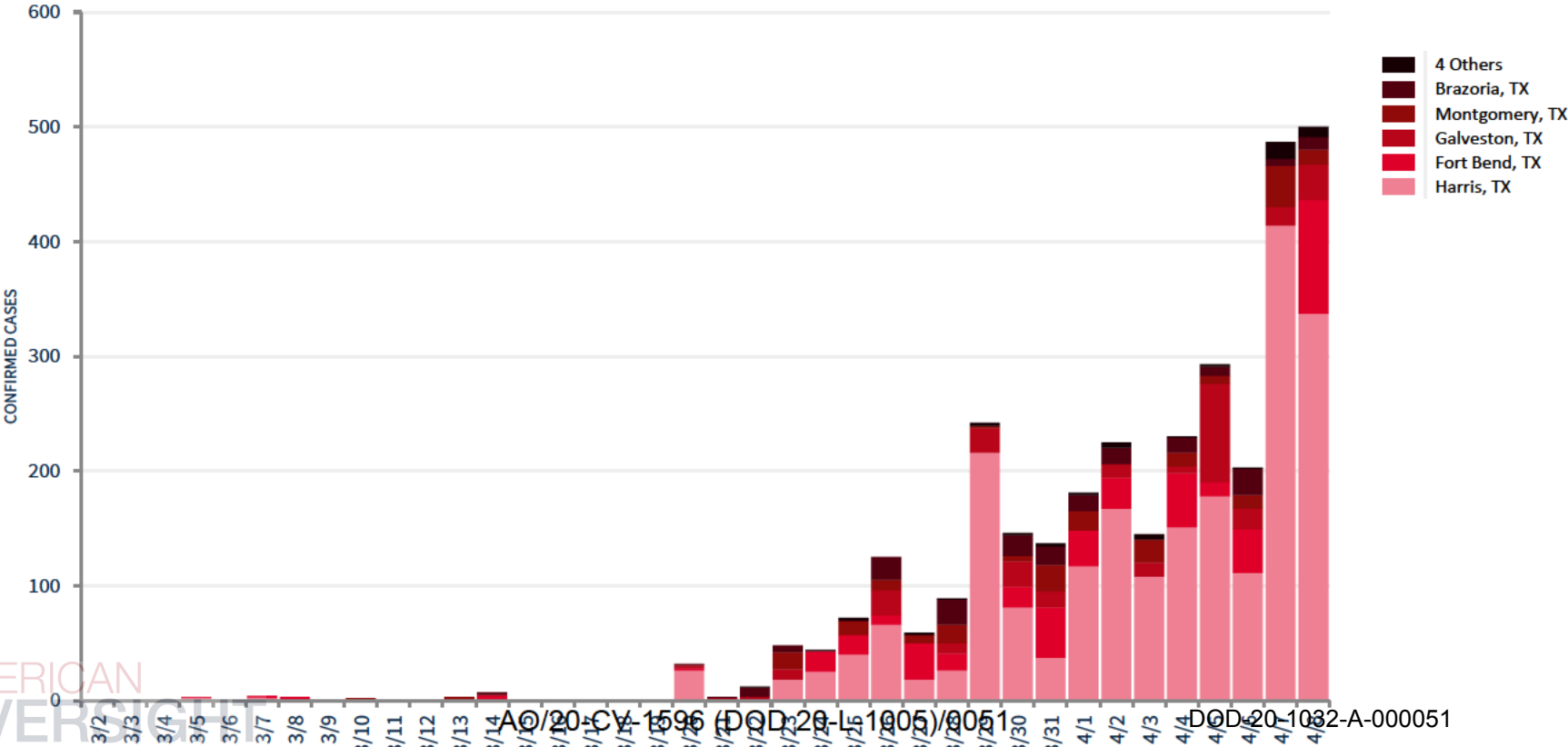
CONFIRMED CASES DAILY IN BALTIMORE-COLUMBIA-TOWSON, MD



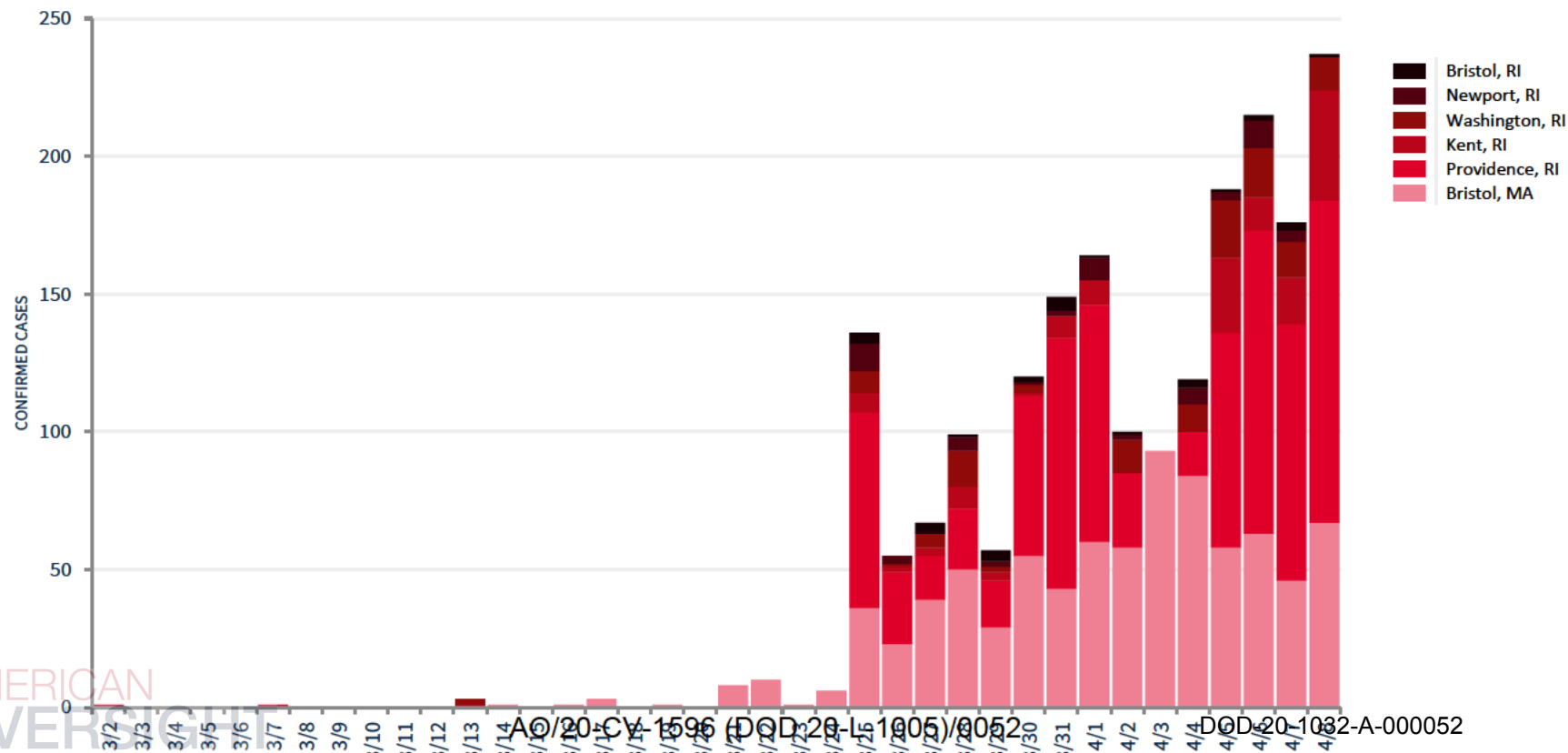
CONFIRMED CASES DAILY IN ST. LOUIS, MO-IL



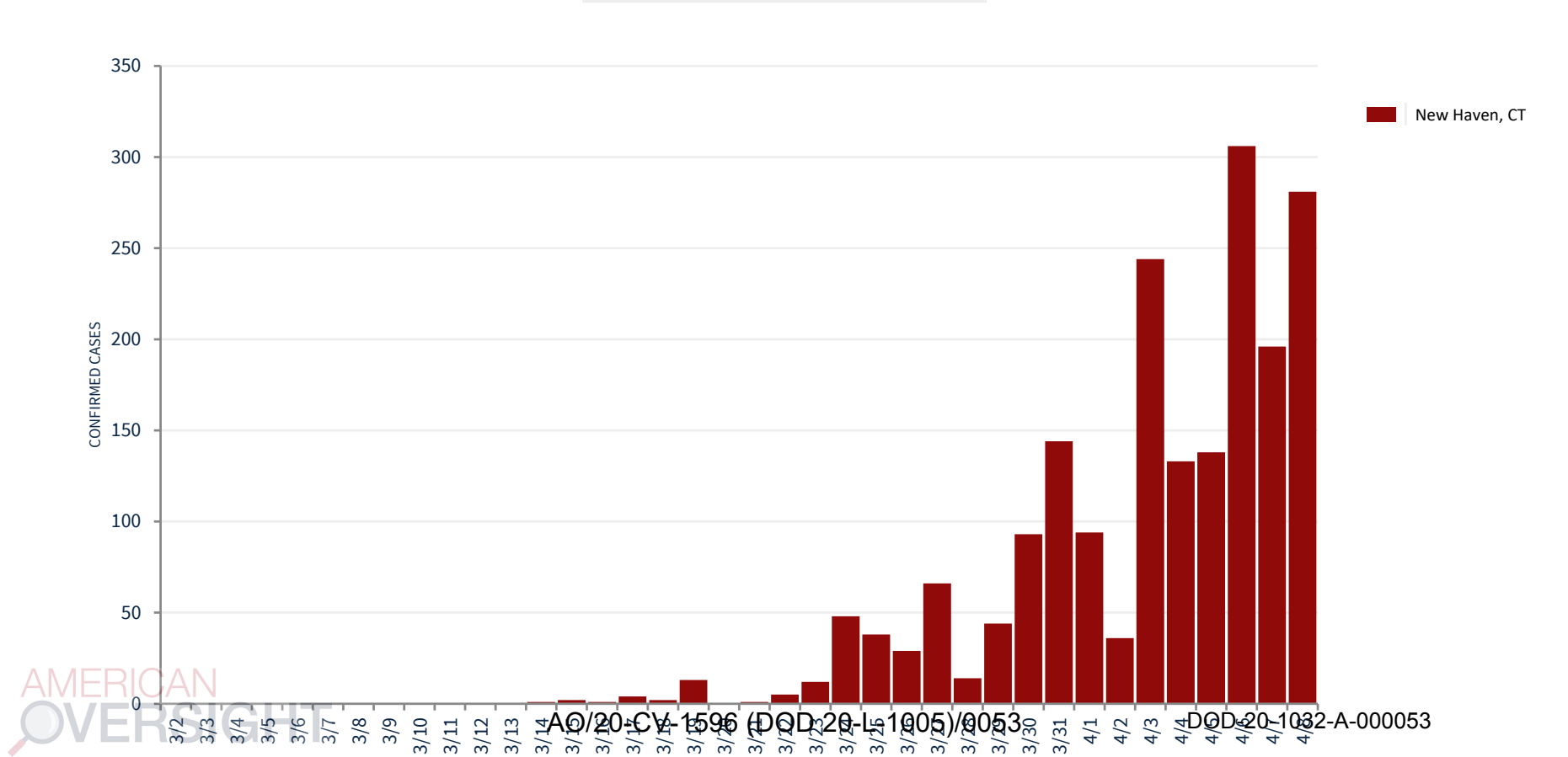
CONFIRMED CASES DAILY IN HOUSTON-THE WOODLANDS-SUGAR LAND, TX



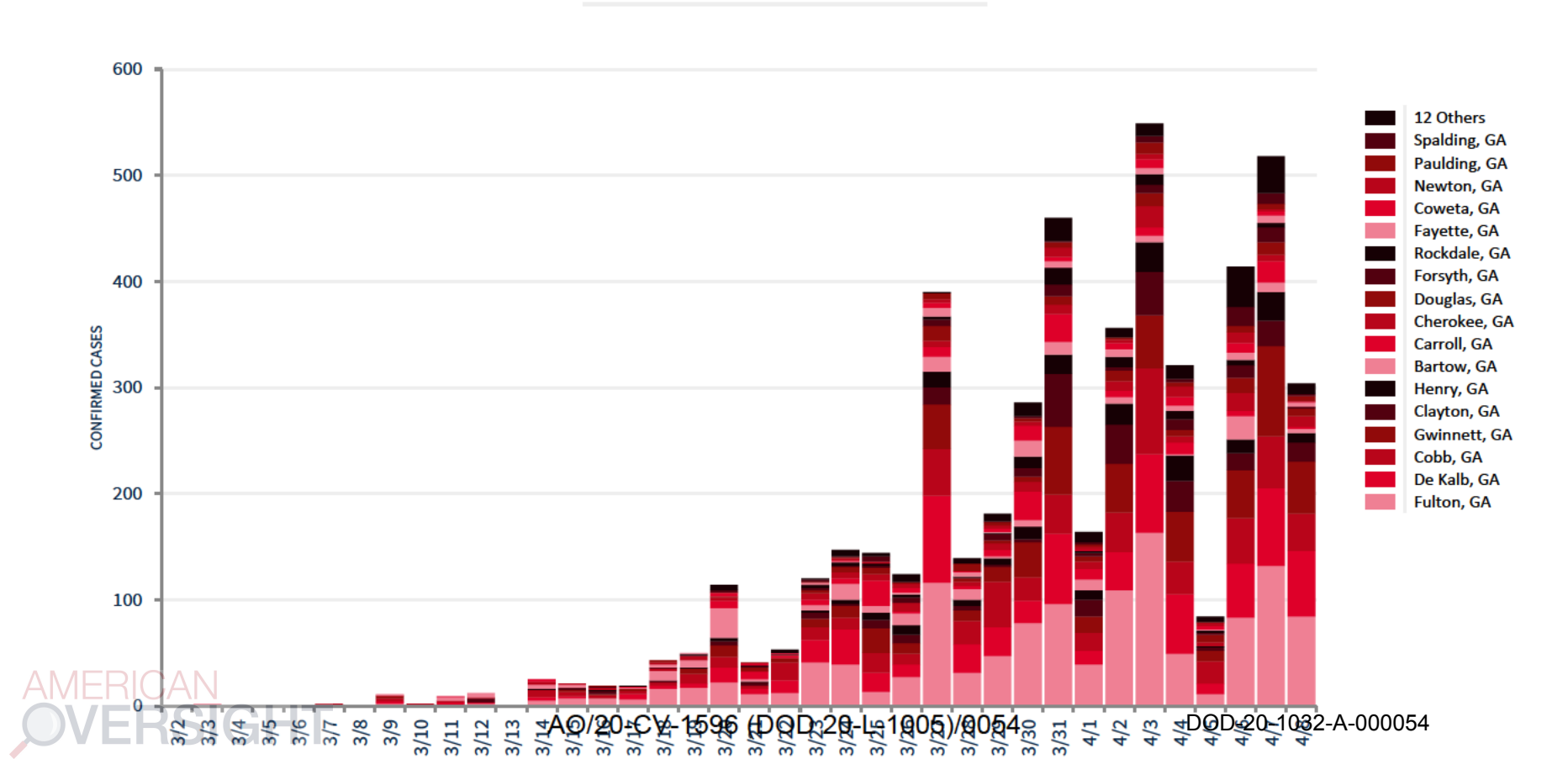
CONFIRMED CASES DAILY IN PROVIDENCE-WARWICK, RI-MA



CONFIRMED CASES DAILY IN NEW HAVEN-MILFORD, CT (NEW HAVEN)

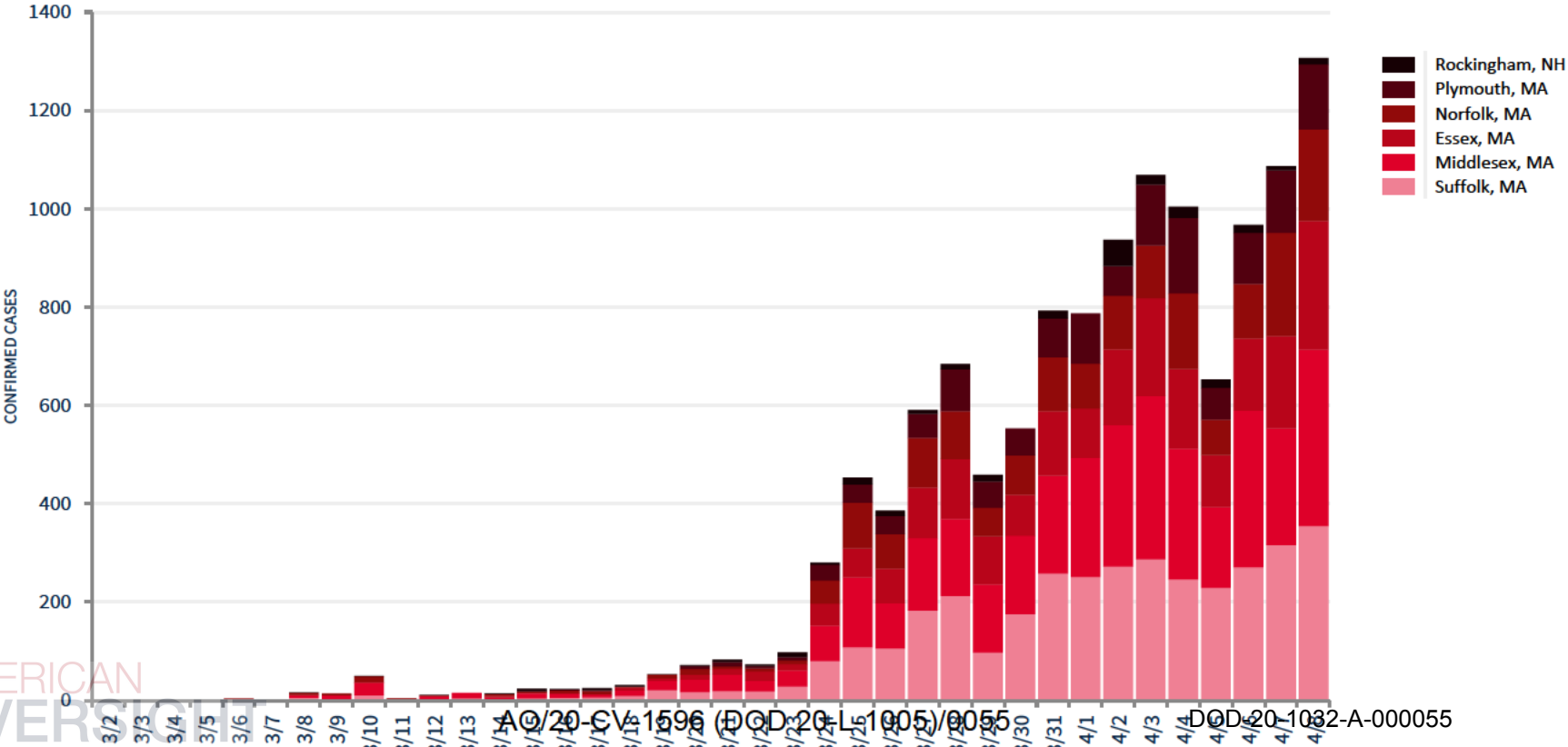


CONFIRMED CASES DAILY IN ATLANTA-SANDY SPRINGS-ROSWELL, GA

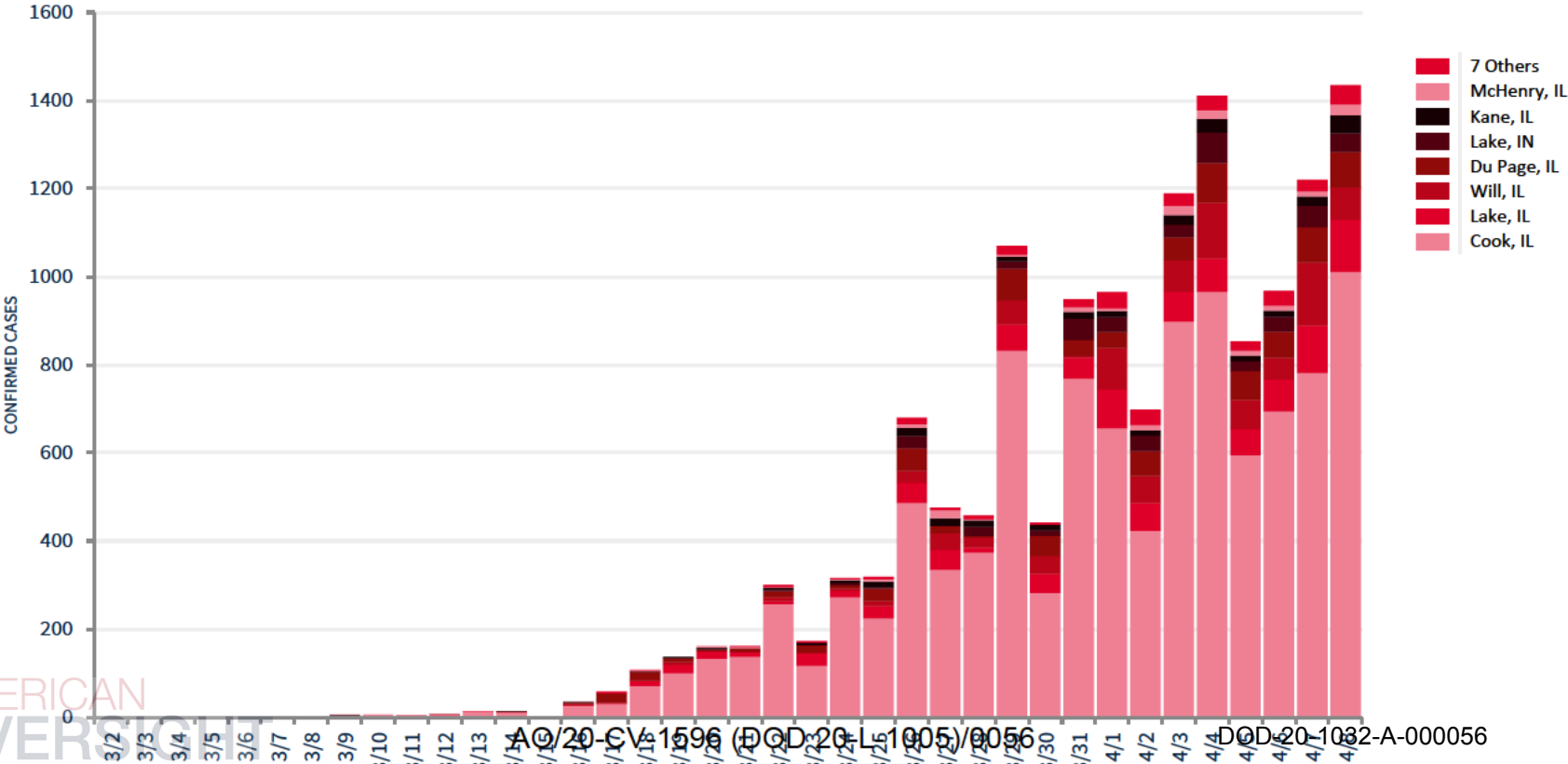


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DOD-20-1032-A-000054

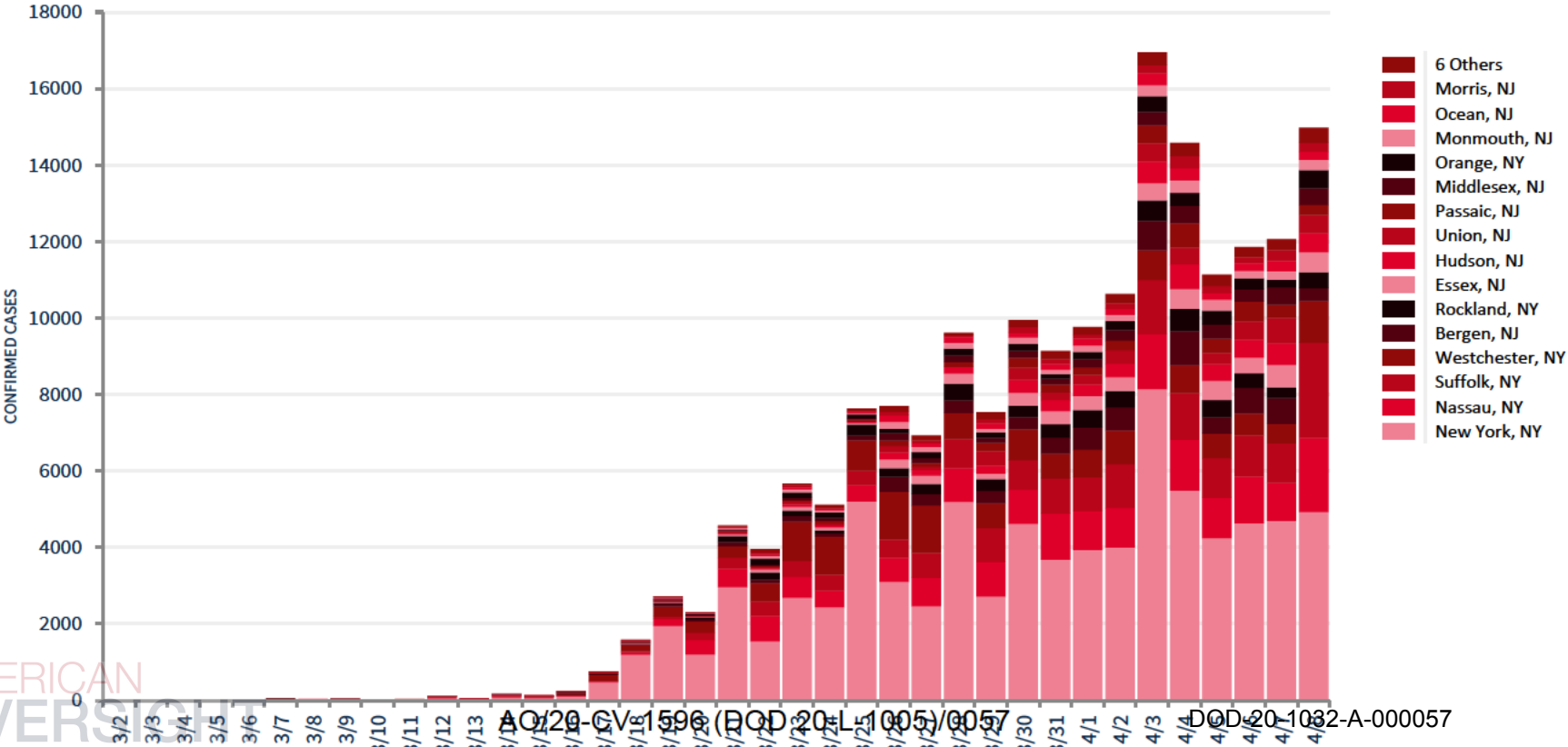
CONFIRMED CASES DAILY IN BOSTON-CAMBRIDGE-NEWTON, MA -NH



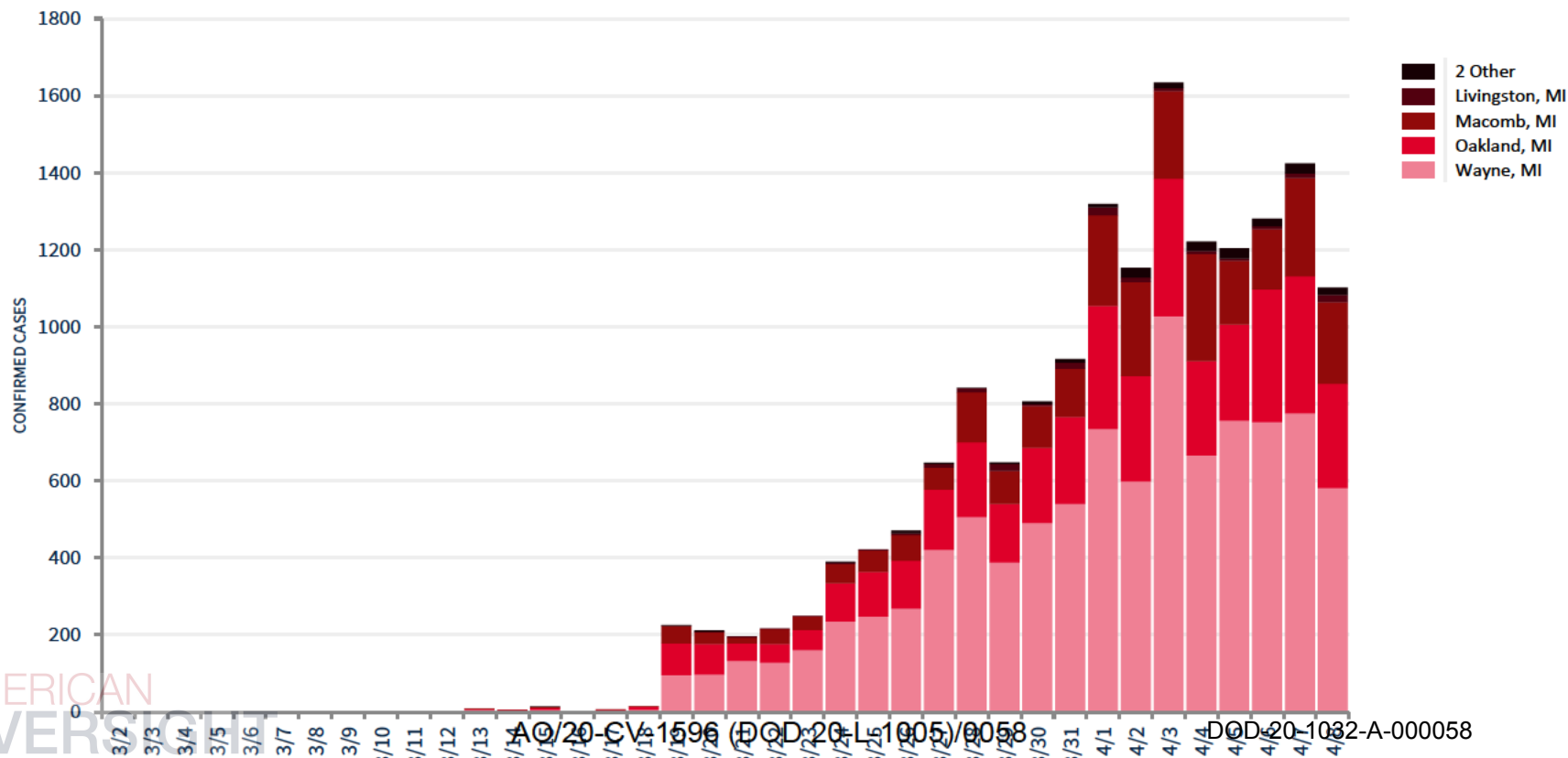
CONFIRMED CASES DAILY IN CHICAGO-NAPERVILLE-ELGIN, IL-IN-WI



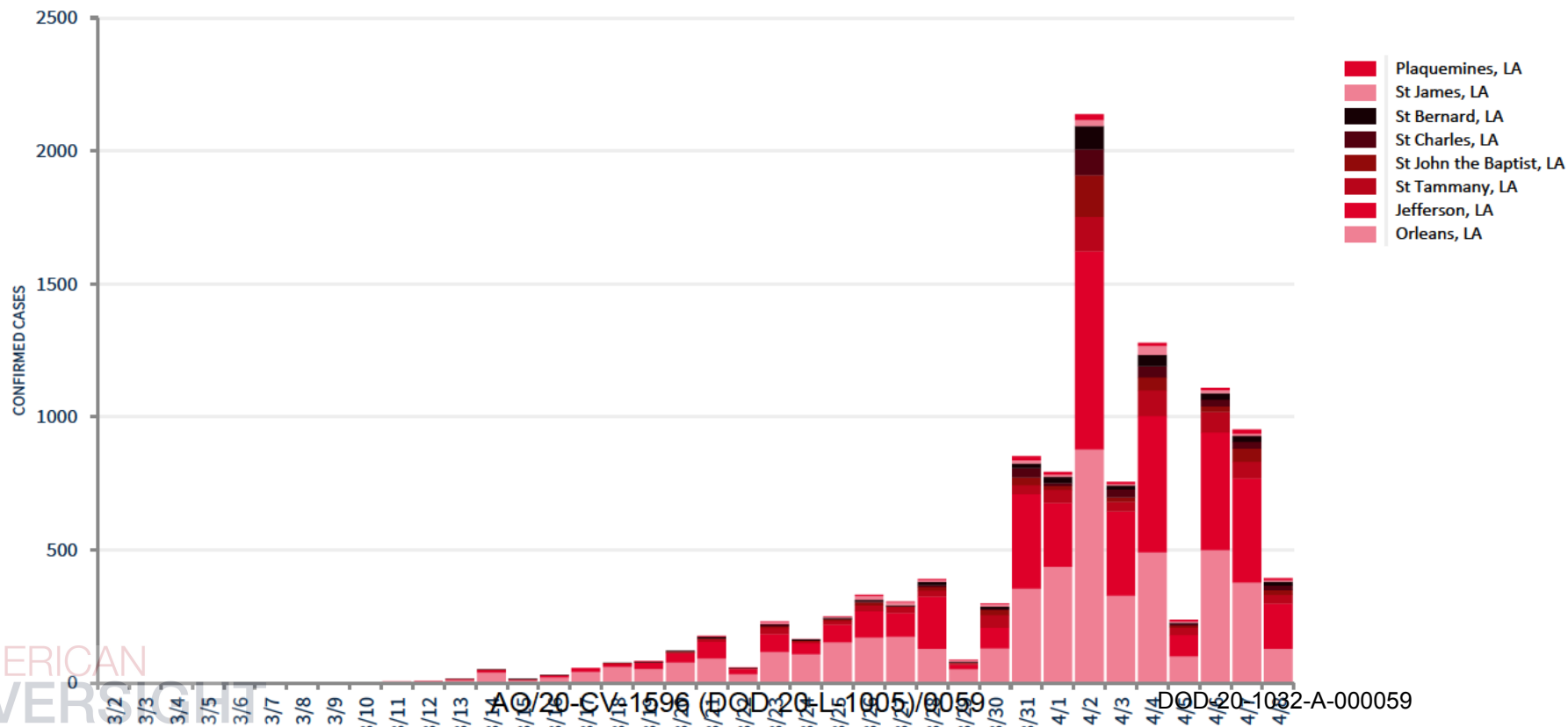
CONFIRMED CASES DAILY IN NEW YORK-NEWARK-JERSEY CITY, NY- NJ-PA



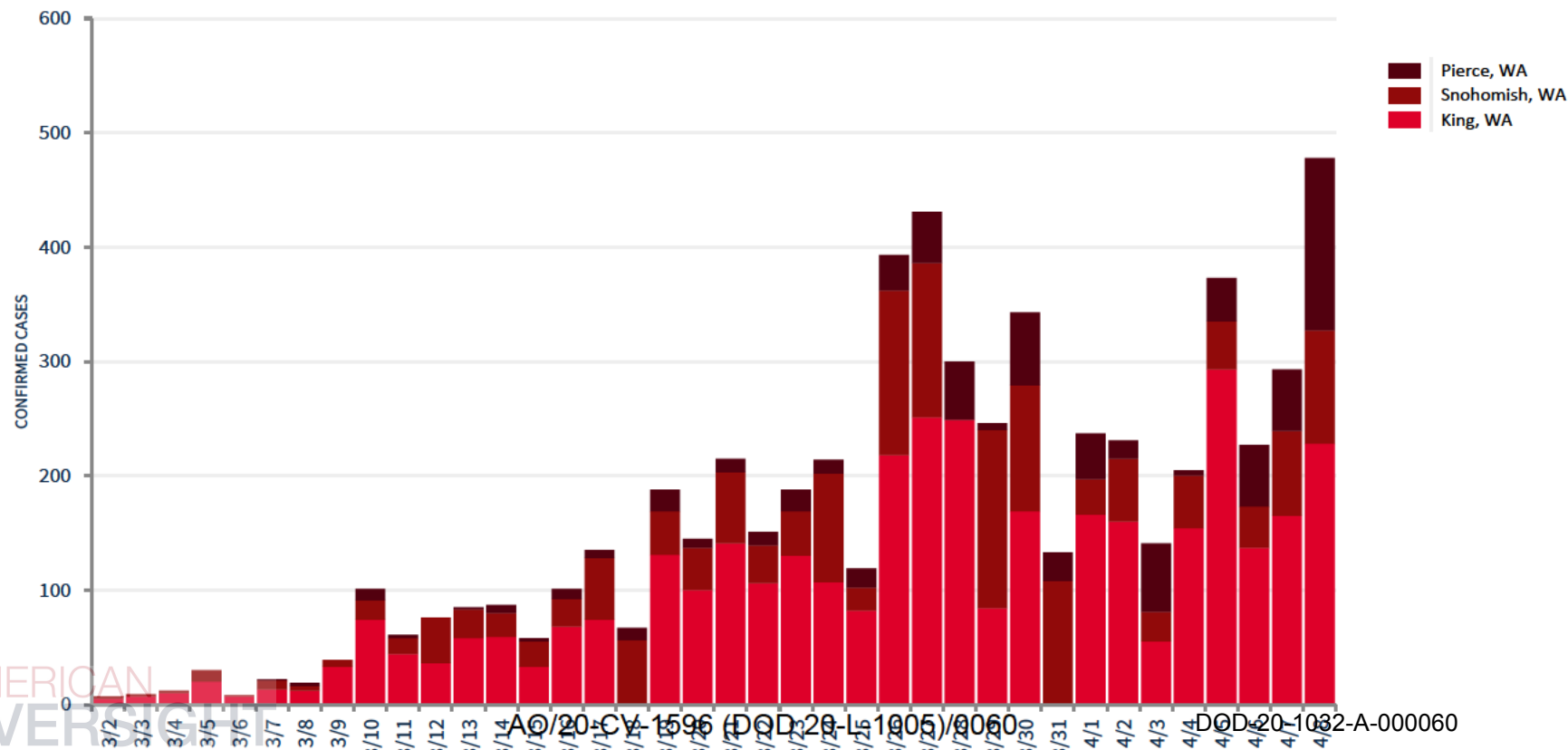
CONFIRMED CASES DAILY IN DETROIT-WARREN-DEARBORN, MI



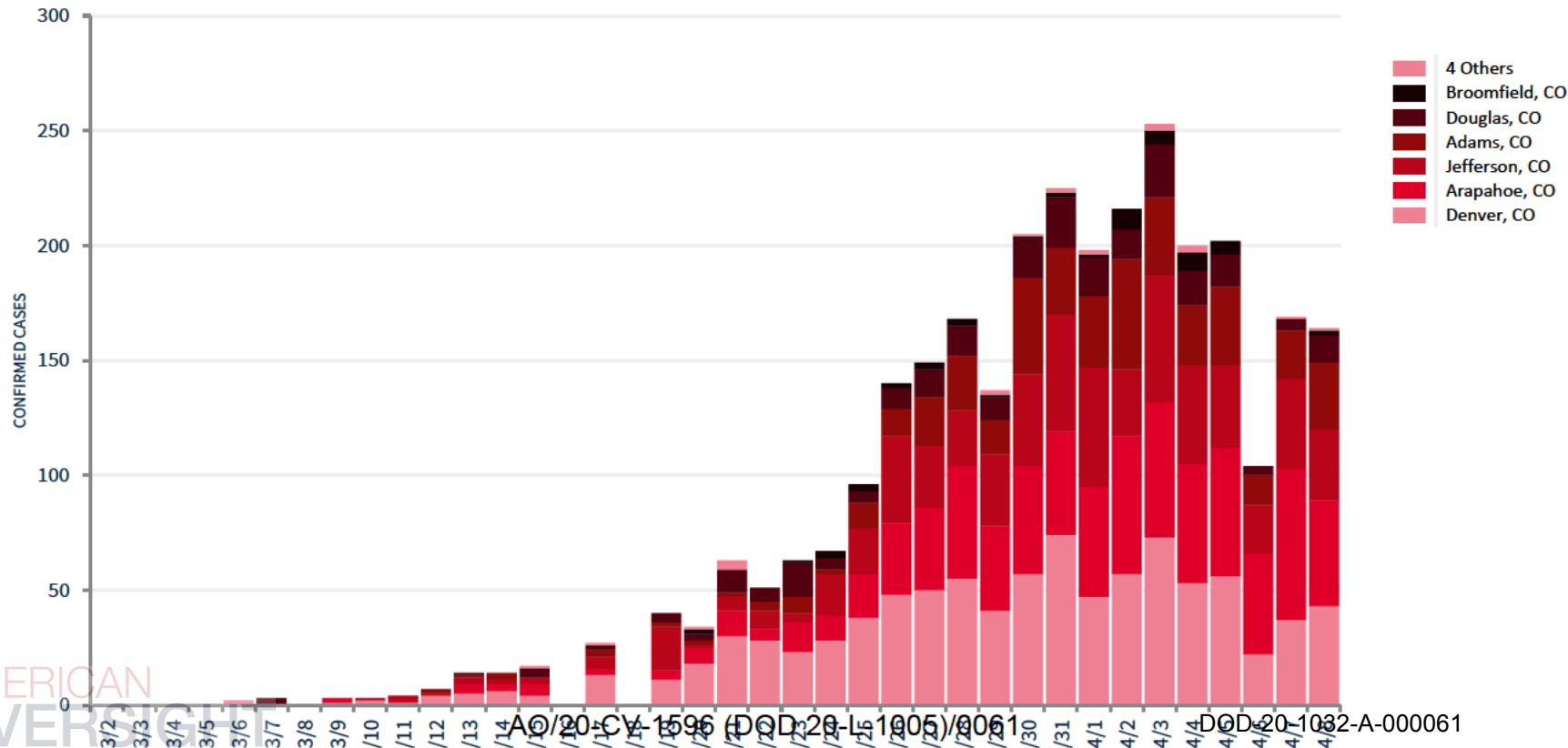
CONFIRMED CASES DAILY IN NEW ORLEANS - METAIRIE, LA



CONFIRMED CASES DAILY IN SEATTLE-TACOMA-BELLEVUE, WA

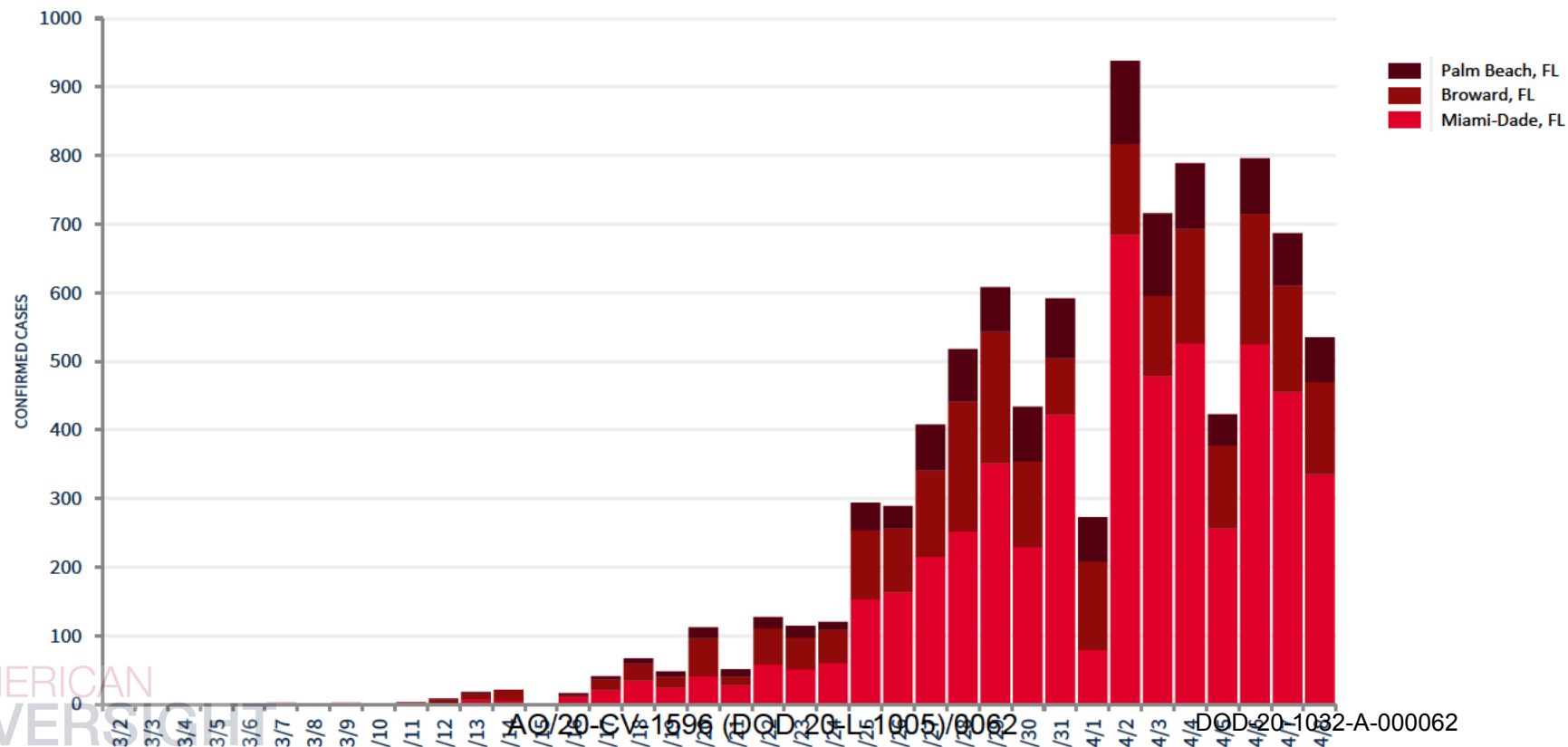


CONFIRMED CASES DAILY IN DENVER-AURORA-LAKEWOOD, CO

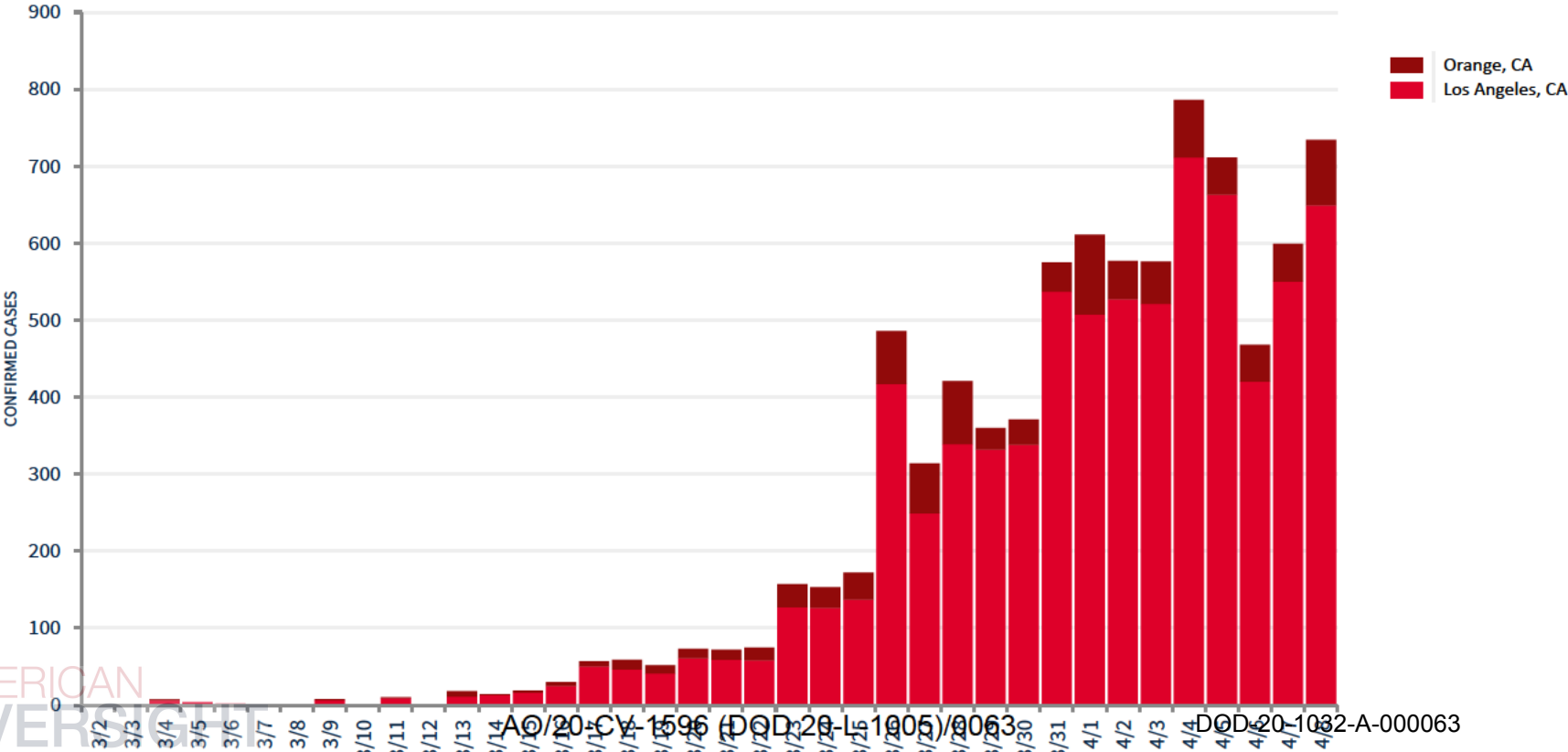


AMERICAN OVERSIGHT
DOD-20-1032-A-000061

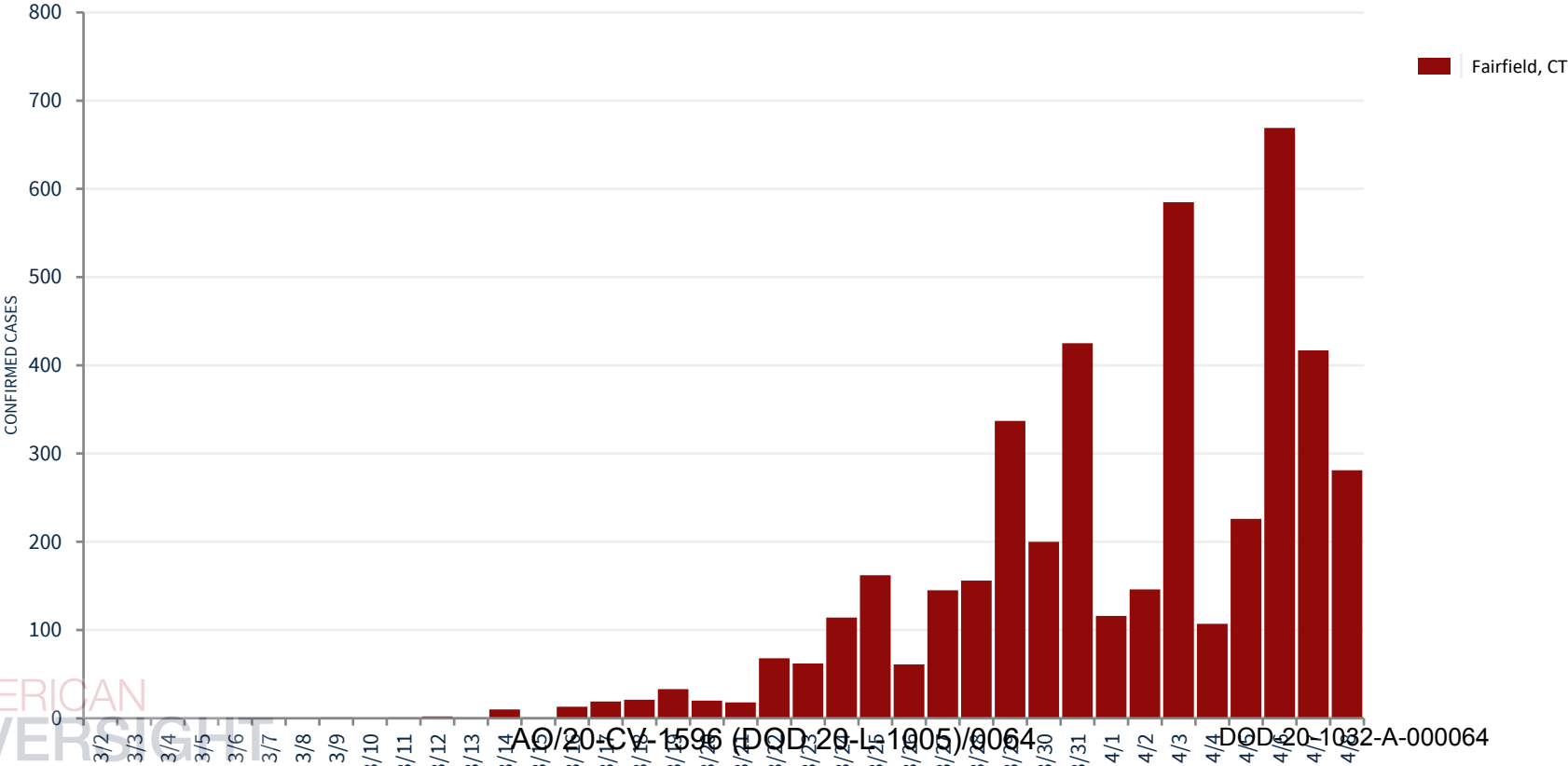
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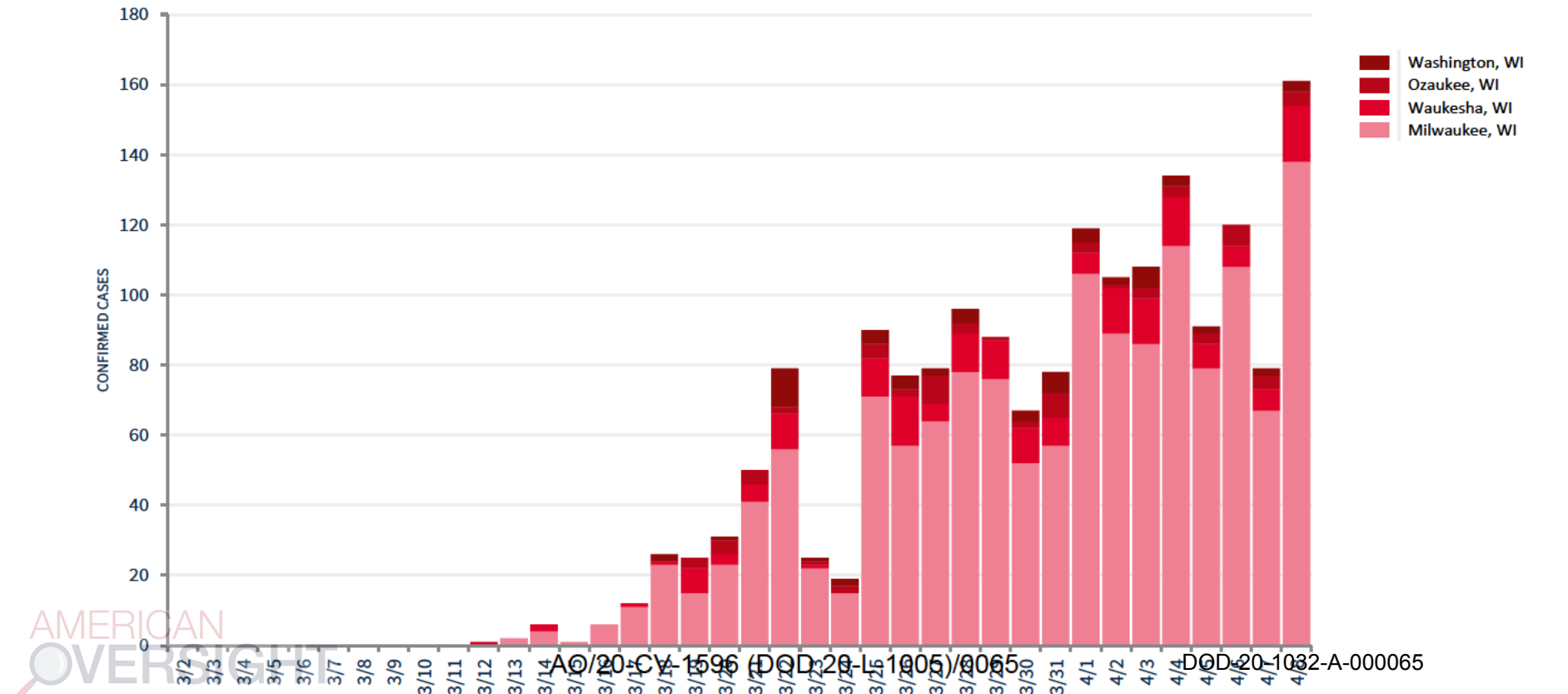
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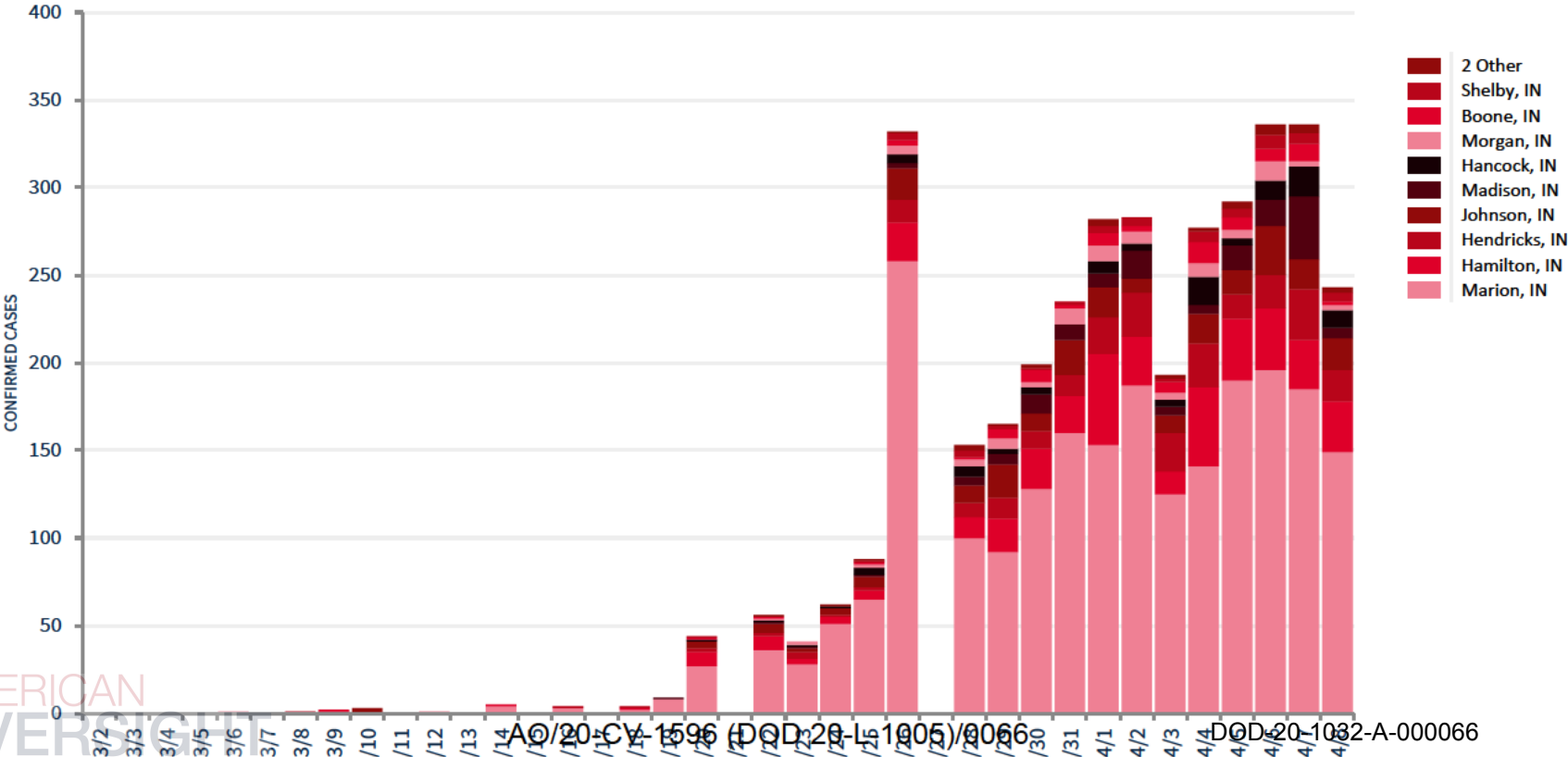
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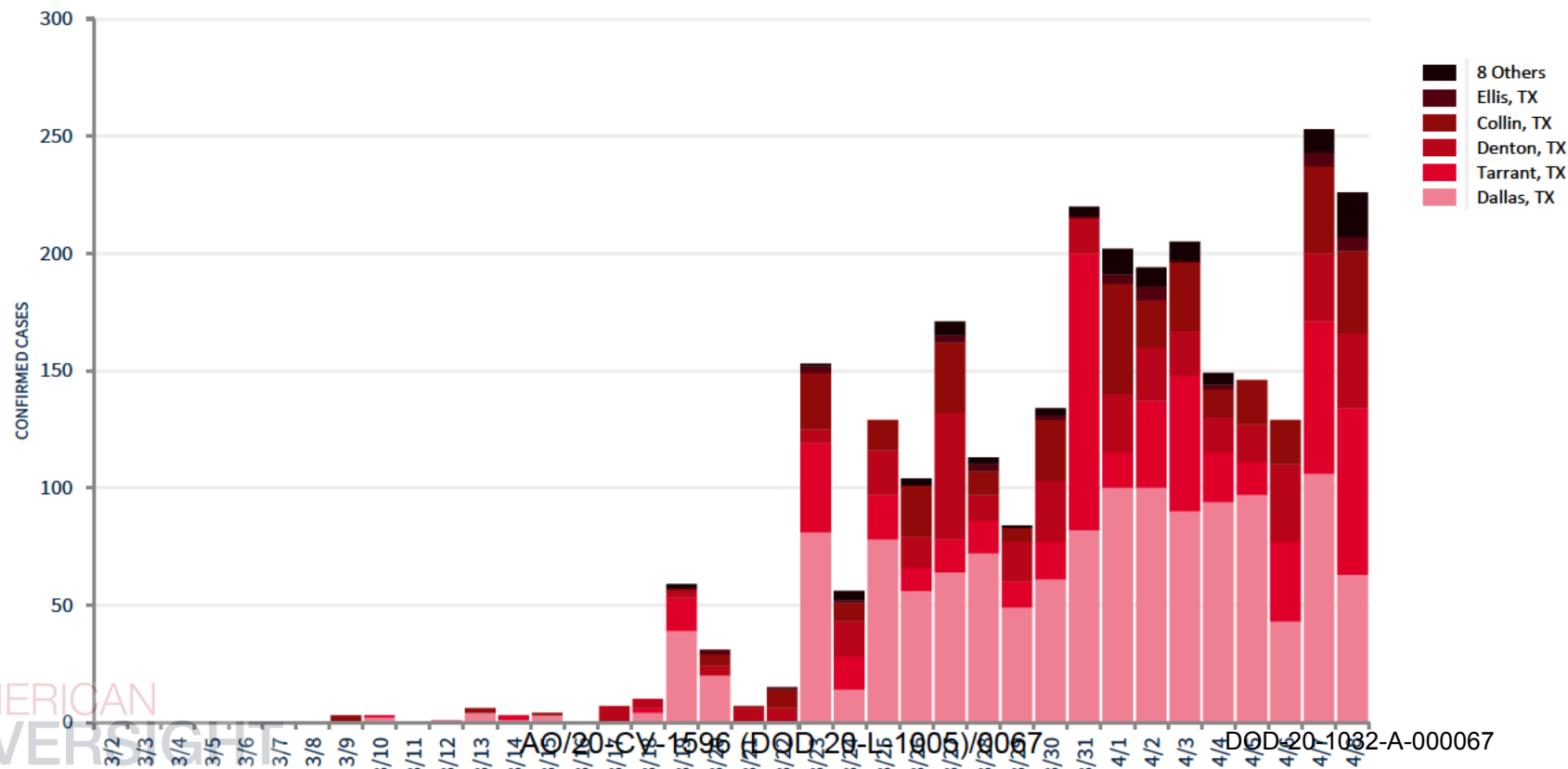
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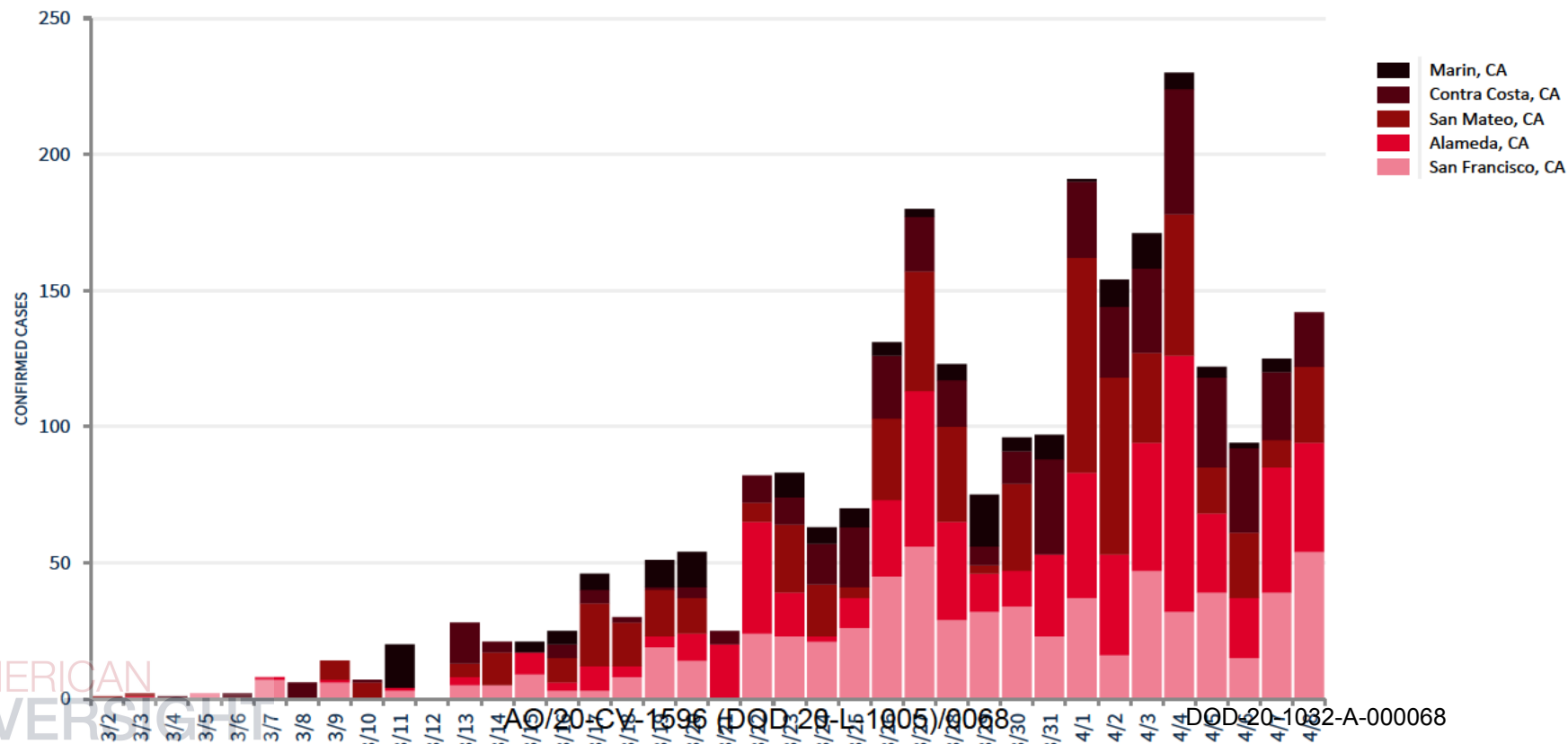
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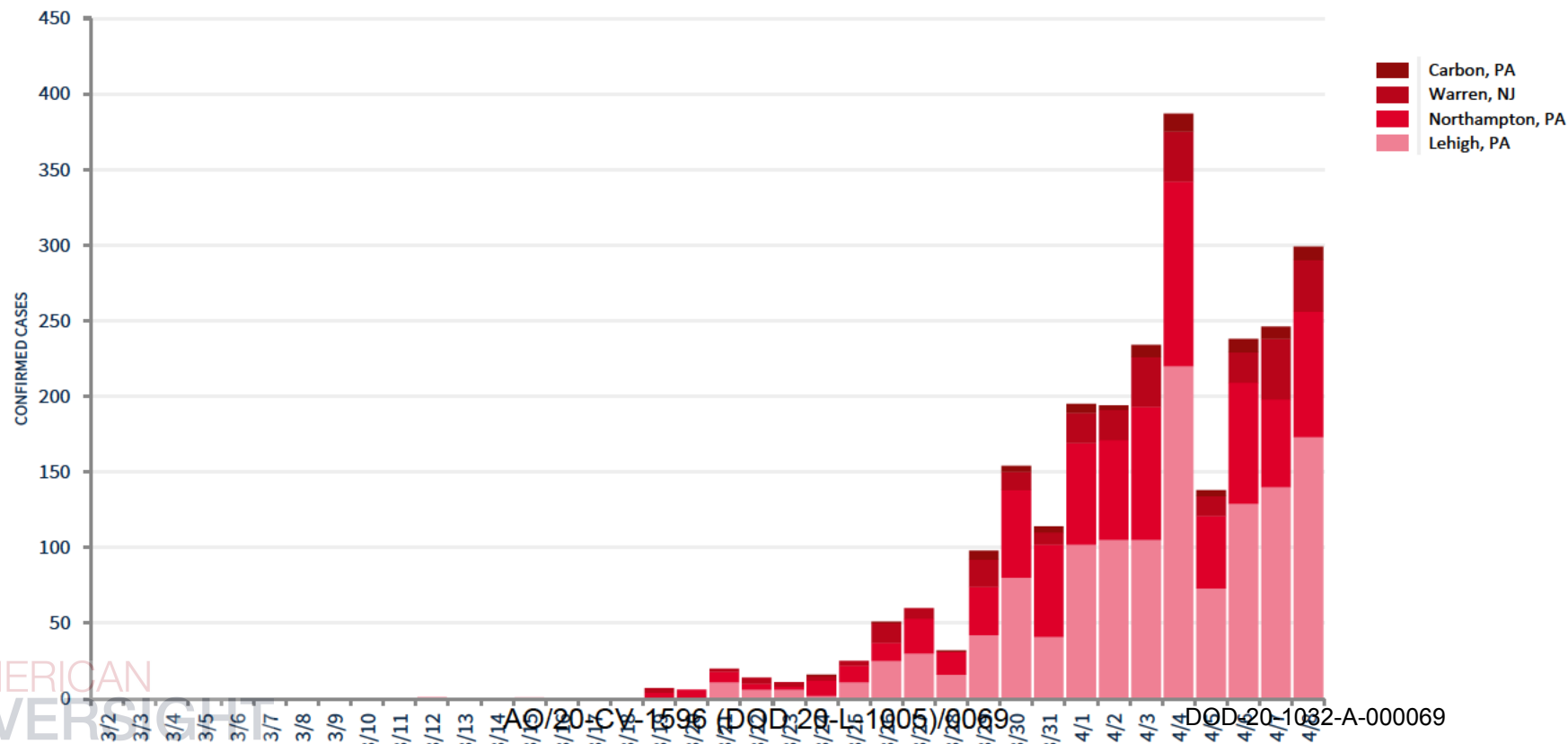
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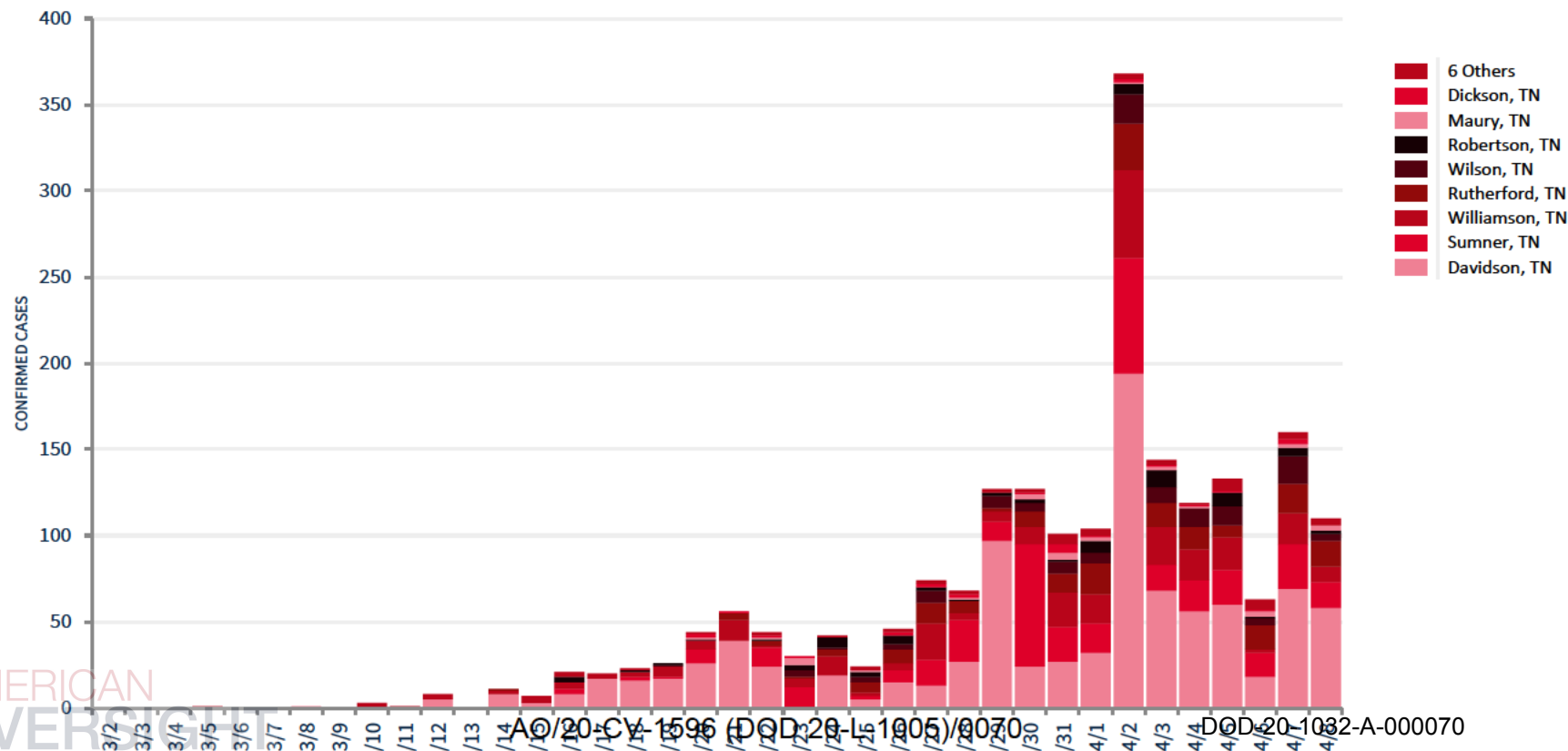
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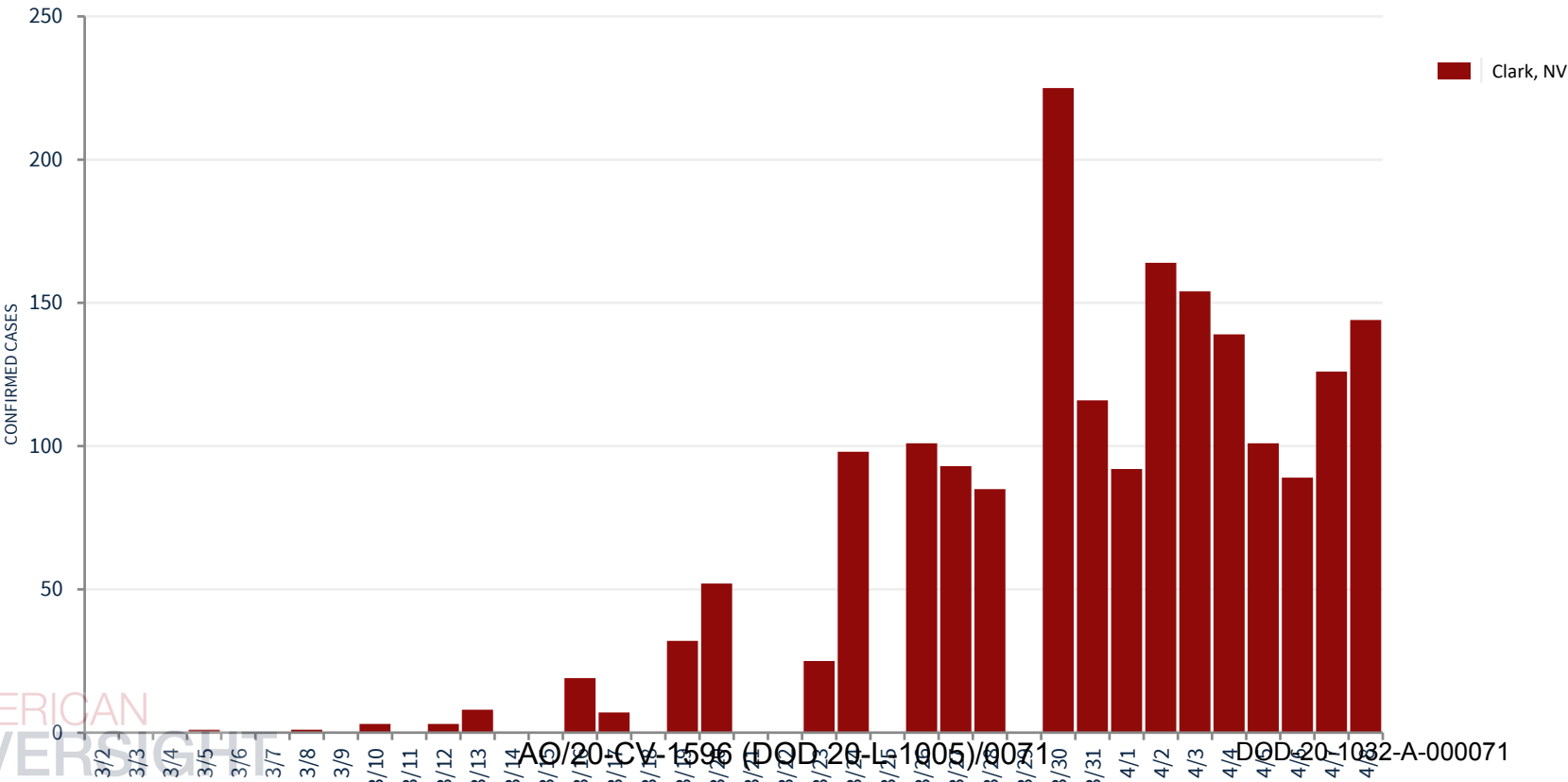
CONFIRMED CASES DAILY IN ALLENTOWN-BETHLEHEM-EASTON, PA - NJ



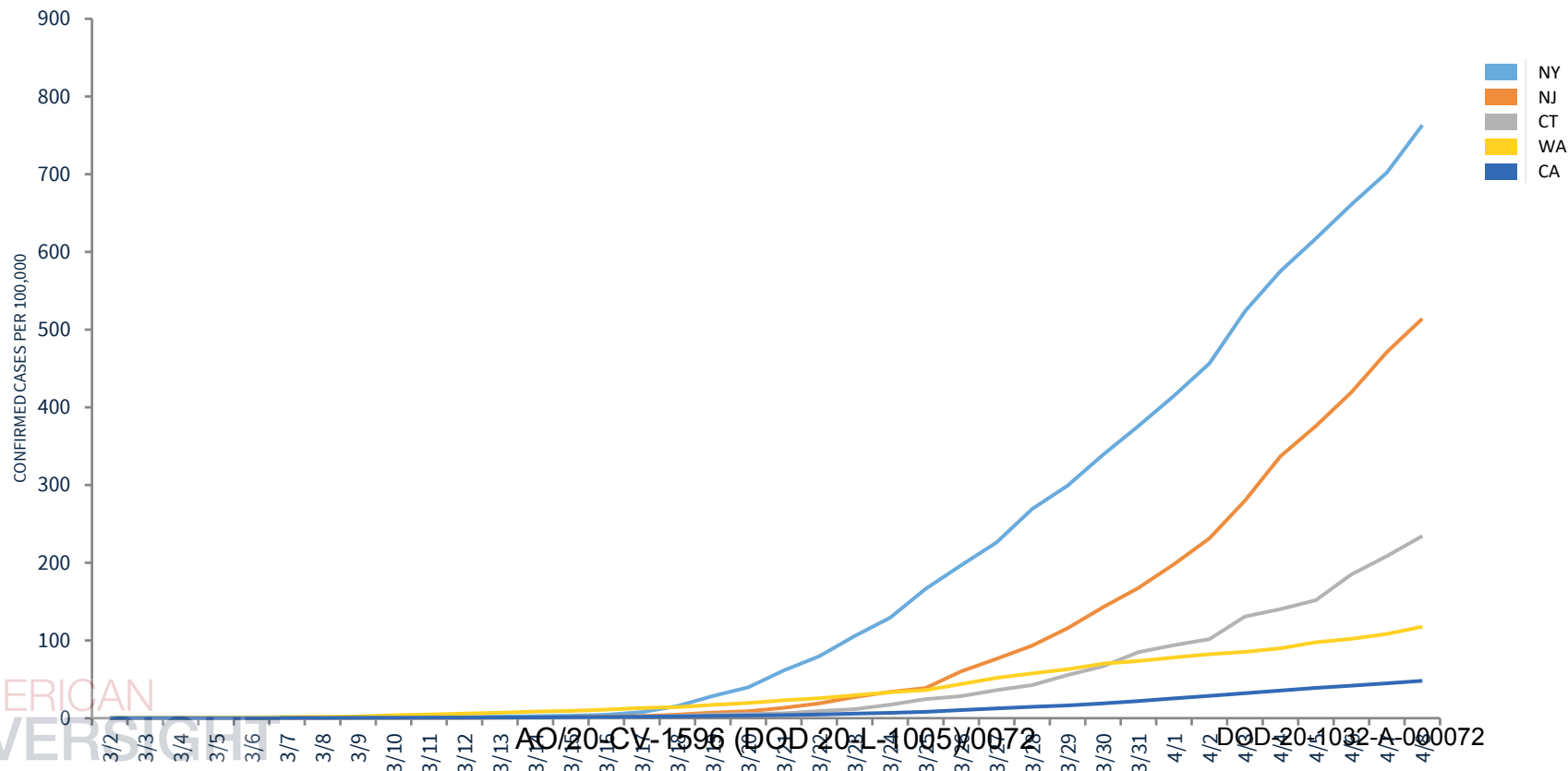
CONFIRMED CASES DAILY IN NASHVILLE-DAVIDSON -- MURFREESBORO --FRANKLIN, TN



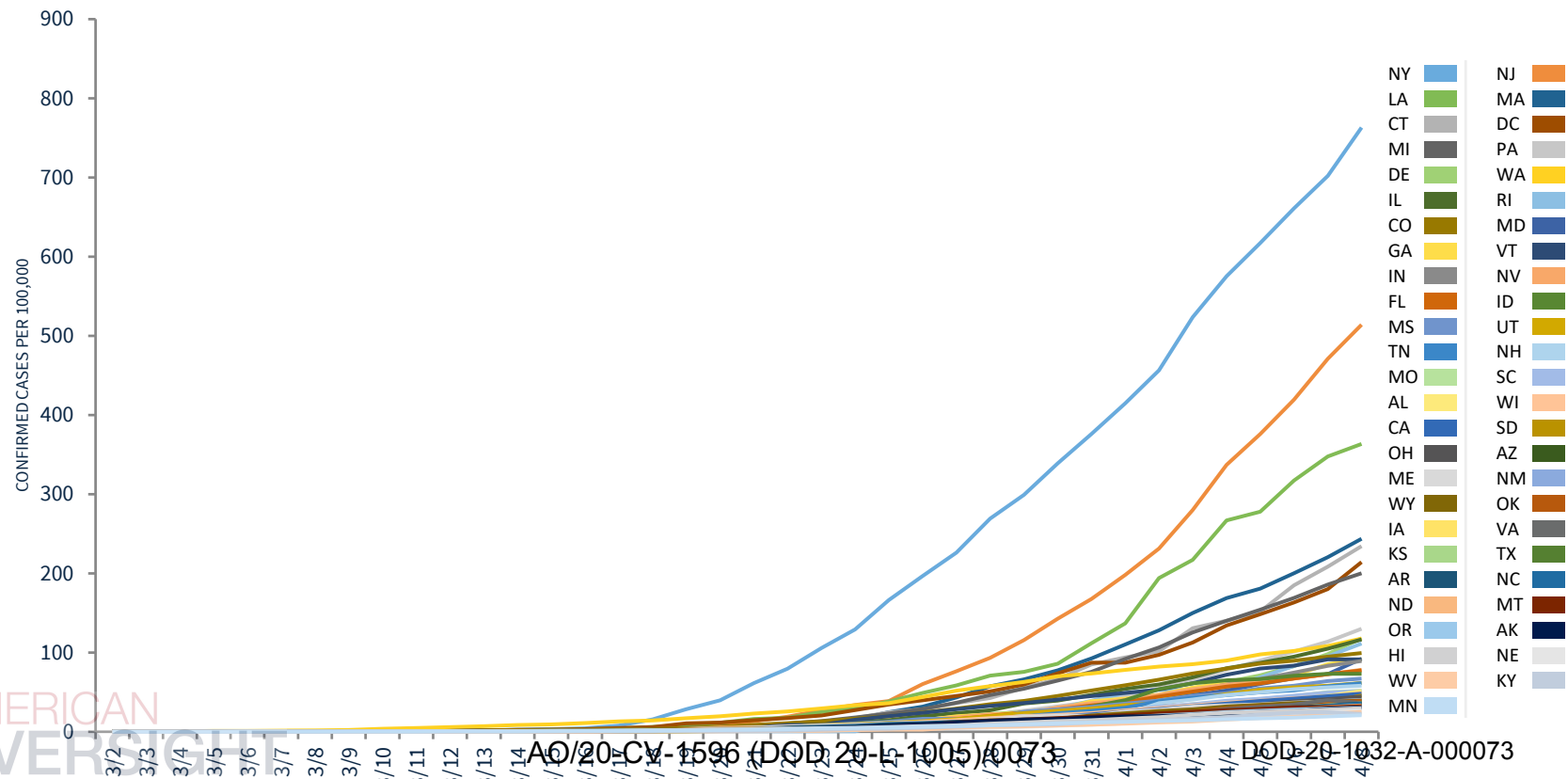
CONFIRMED CASES DAILY IN LAS VEGAS-HENDERSON-PARADISE, NV (CLARK)



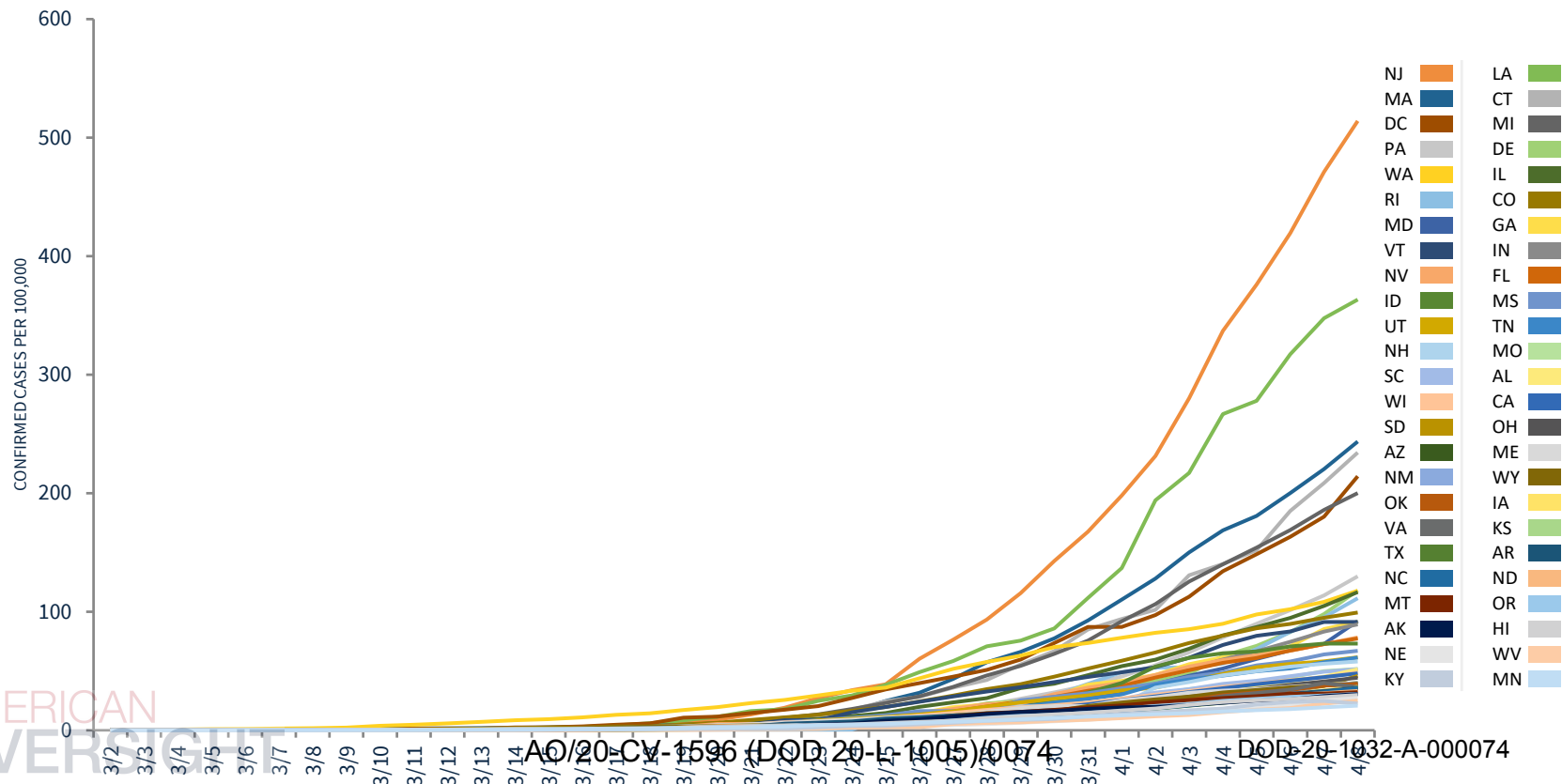
CUMULATIVE CASES PER 100,000: NY, NJ, CT, WA, CA



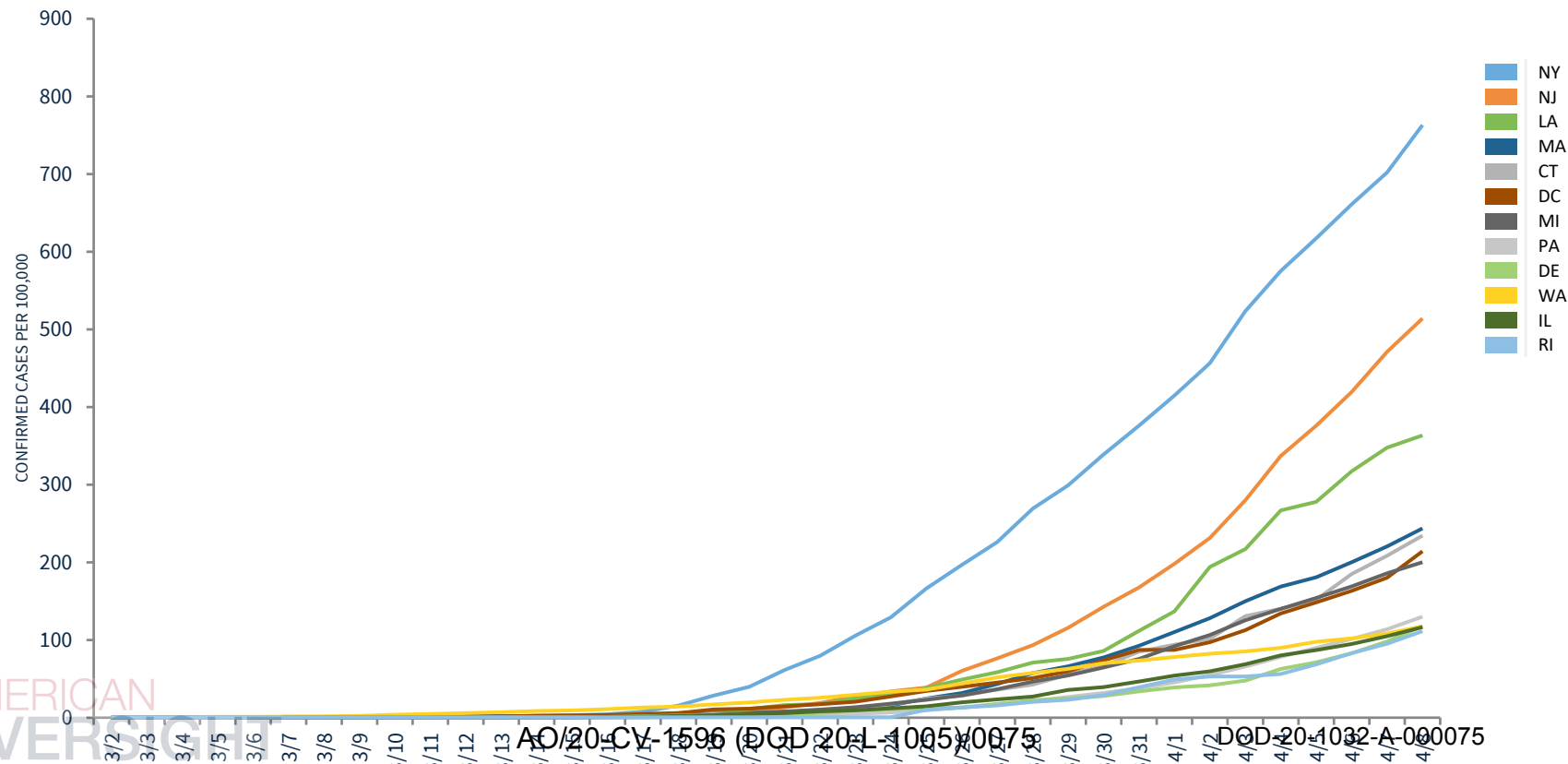
CUMULATIVE CASES PER 100,000: ALL STATES



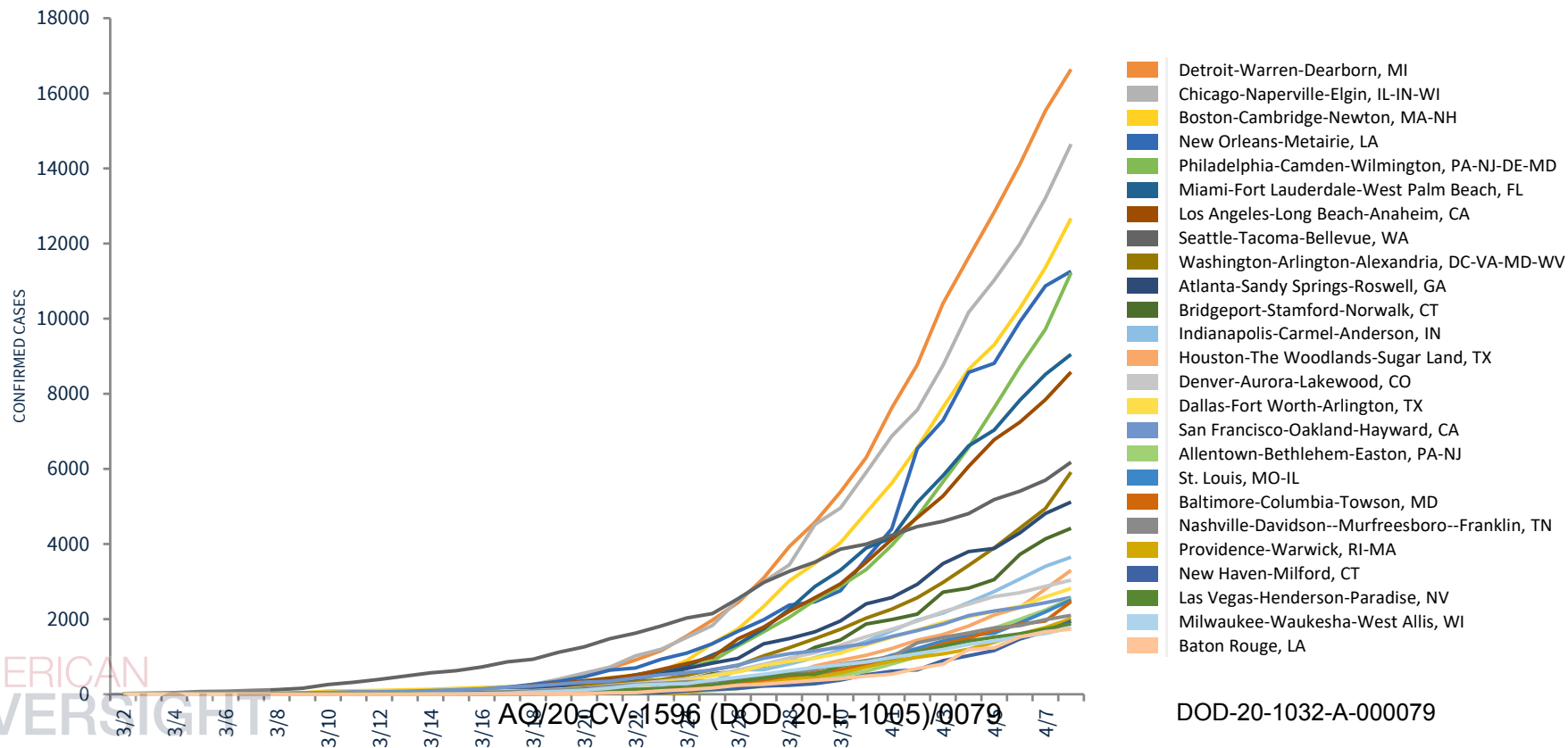
CUMULATIVE CASES PER 100,000: ALL STATES WITHOUT NY



CUMULATIVE CASES PER 100,000: TOP 12 STATES



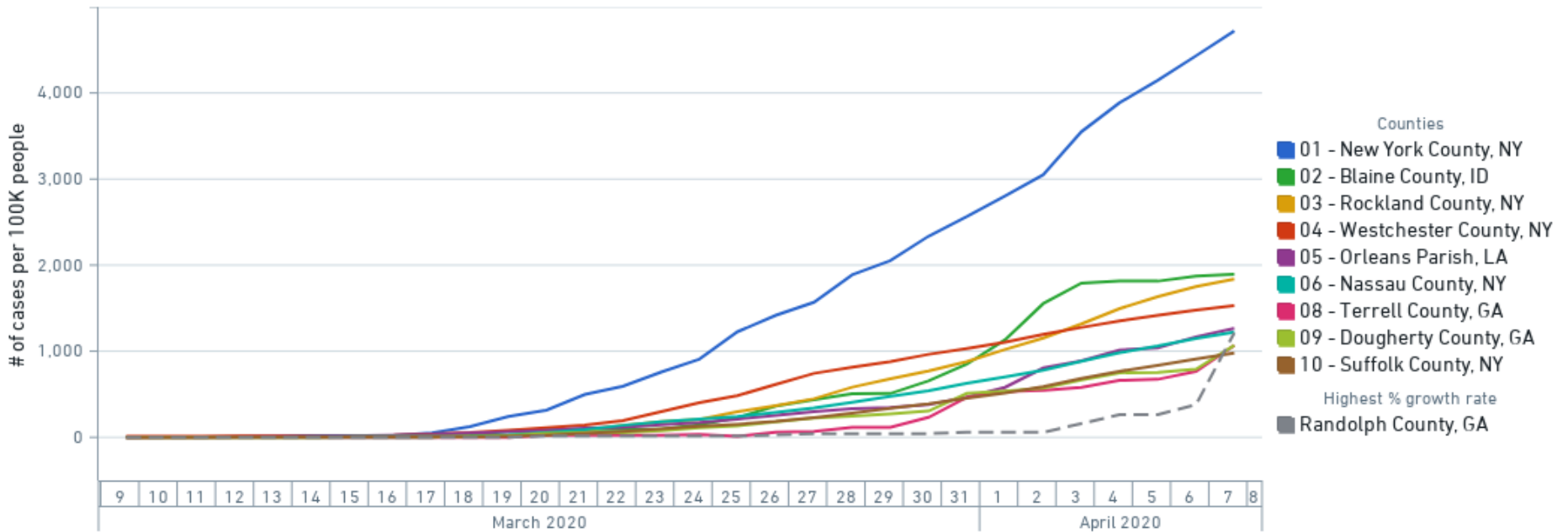
CUMULATIVE CASES: TOP 25 CBSA WITHOUT NYC



DOD-20-1032-A-000079

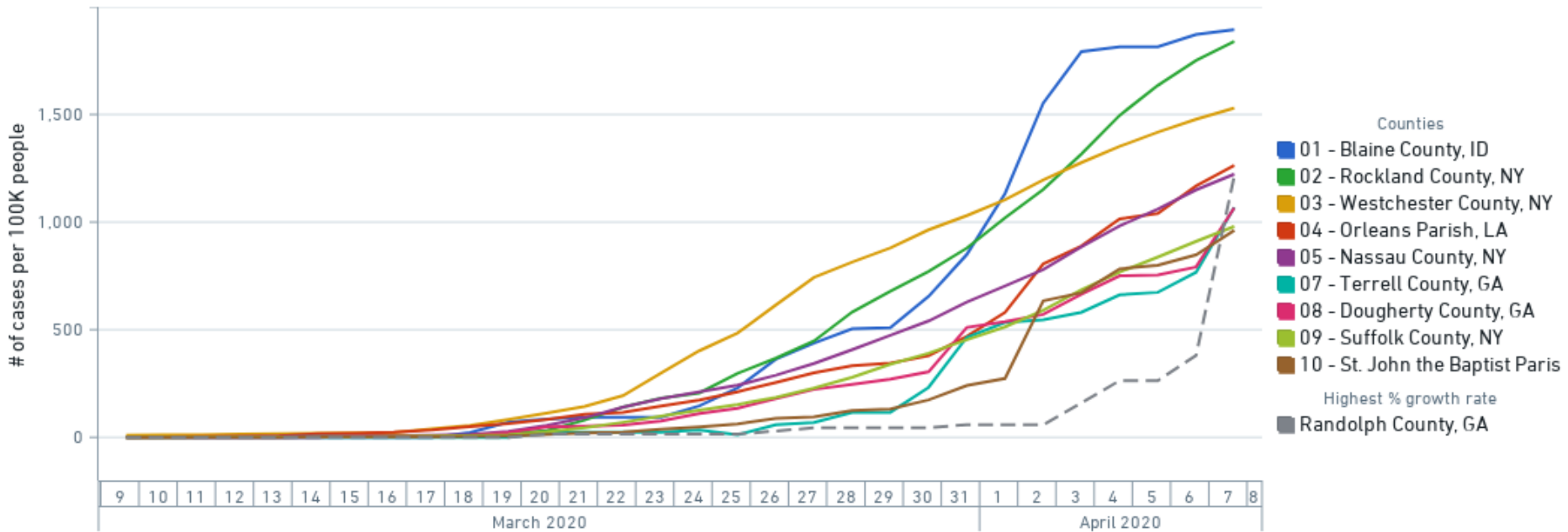
Cumulative confirmed cases per 100,000 people, top 10 counties

Source: USAFacts



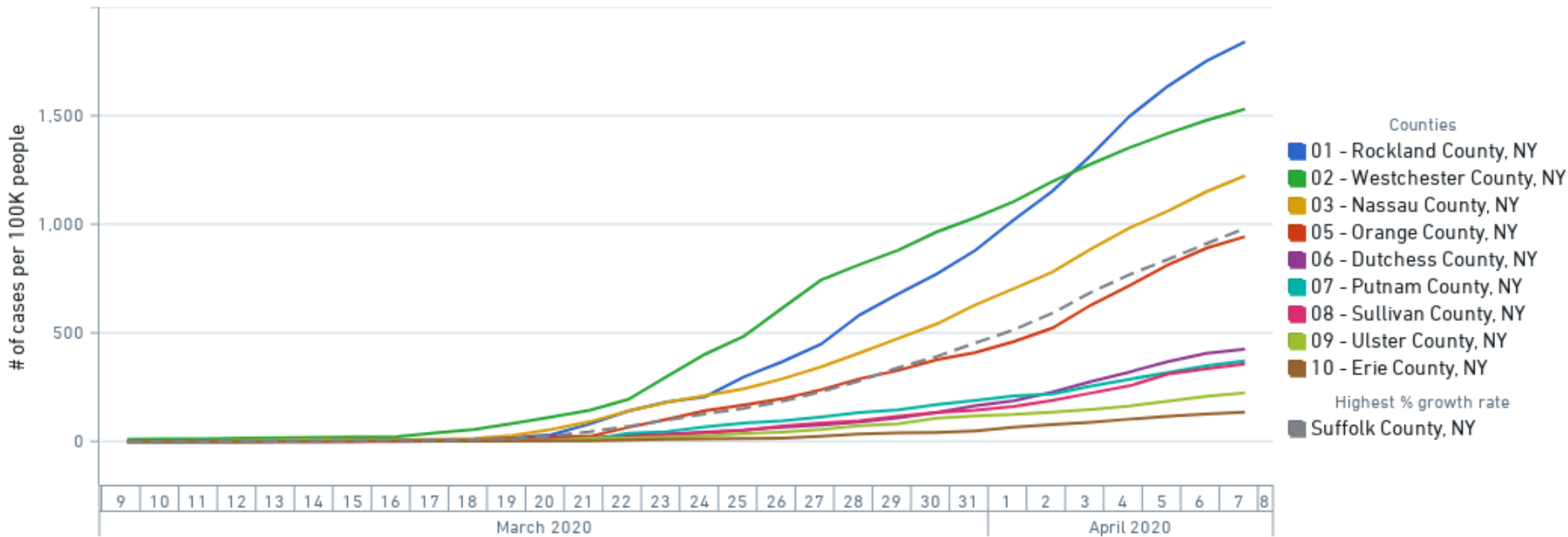
Cumulative confirmed cases per 100,000 people, top 10 counties, excluding New York, NY county

Source: USAFacts



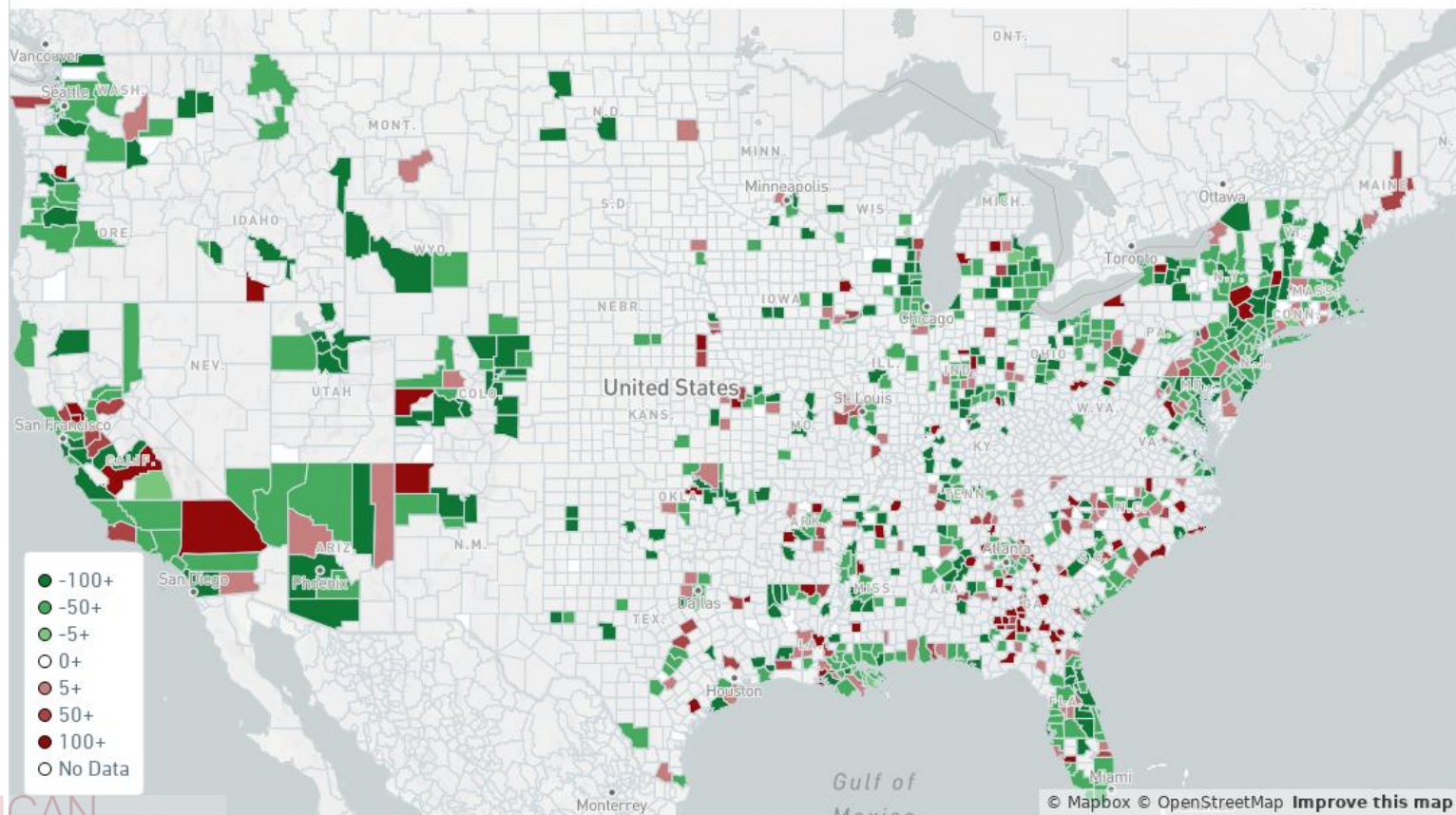
Cumulative confirmed cases per 100,000 people in New York state, top 10 counties

Source: USAFacts

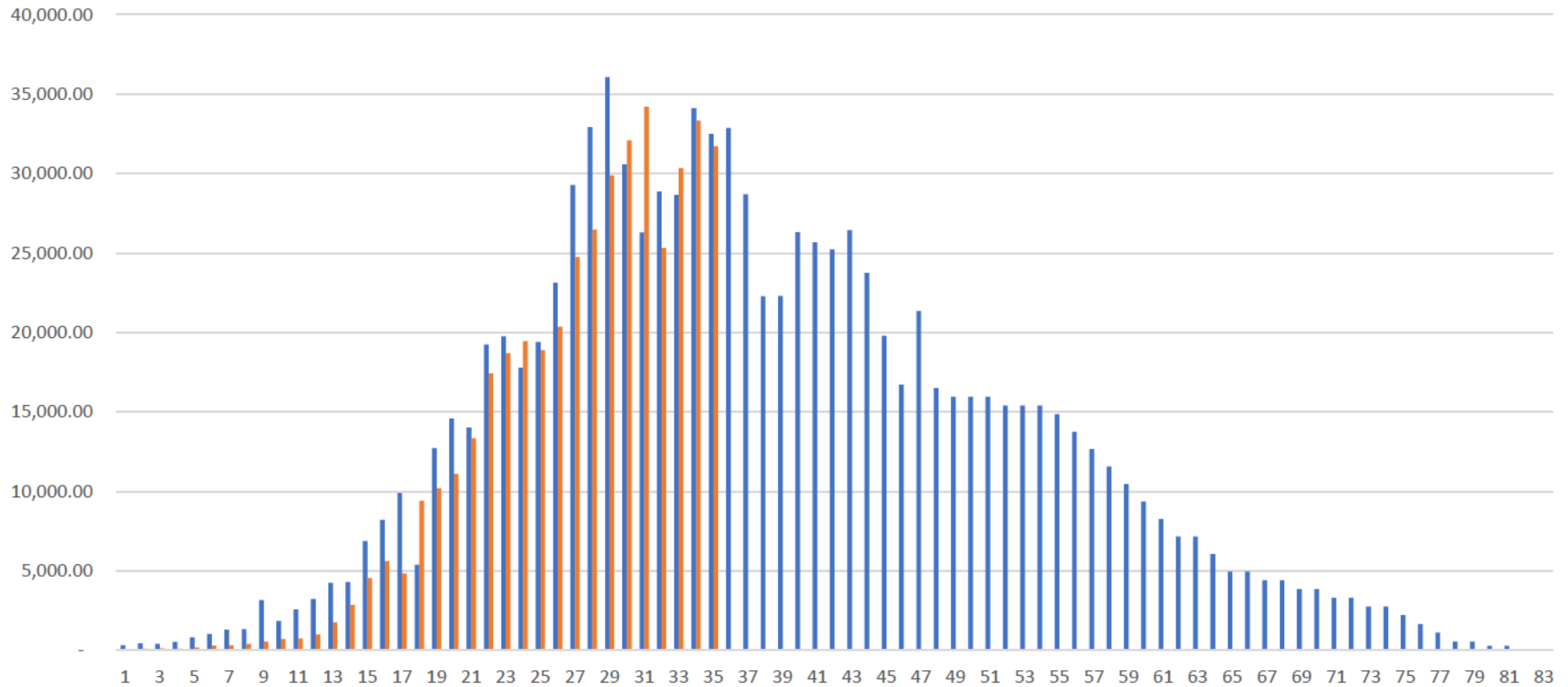


Percentage change of the most recent 3-day new cases vs. the 3-days before that

Source: CSBS



USA day 35 and Italy day 47



USA State	Total Cases	New Cases	Total Deaths	New Deaths	Active Cases	Tot Cases/ 1M pop	Deaths/ 1M pop	Total Tests	Tests/ 1M pop
USA Total	434,927	+31,935	14,788	+1,940	397,248	1,314	45	2,208,901	6,673
New York	151,171	+8,787	6,268	+779	130,323	7,706	319	365,153	18,613
New Jersey	47,437	+3,021	1,504	+272	45,841	5,341	169	100,326	11,296
Michigan	20,346	+1,376	959	+114	19,318	2,043	96	51,708	5,193
California	18,830	+1,370	498	+64	17,392	481	13	144,264	3,685
Louisiana	17,030	+746	652	+70	16,328	3,652	140	81,406	17,456
Massachusetts	16,790	+1,588	433	+77	16,347	2,458	63	87,511	12,812
Pennsylvania	16,743	+1,798	314	+64	16,295	1,309	25	98,538	7,704
Florida	15,698	+951	323	+27	15,275	762	16	144,570	7,019
Illinois	15,078	+1,529	462	+82	14,566	1,176	36	75,066	5,855
Georgia	10,204	+1,048	370	+22	9,803	991	36	38,787	3,767
Texas	10,065	+1,126	195	+28	9,100	361	7	96,258	3,452
Washington	9,342	+660	431	+28	7,997	1,281	59	92,073	12,623
Connecticut	8,781	+1,000	335	+58	8,396	2,452	94	31,700	8,851
Indiana	5,943	+436	203	+30	5,726	895	31	30,869	4,651
Colorado	5,655	+226	193	+14	5,422	1,022	35	29,199	5,279

Maryland	5,529	+1,158	124	+21	5,117	921	21	38,462	6,407
Ohio	5,148	+366	193	+26	4,955	442	17	53,341	4,582
Tennessee	4,362	+224	79	+7	3,656	656	12	56,618	8,513
Virginia	3,645	+312	75	+12	3,568	433	9	30,645	3,642
North Carolina	3,562	+241	63	+9	3,413	351	6	42,987	4,233
Missouri	3,431	+394	85	+15	3,277	563	14	34,110	5,601
Wisconsin	2,756	+178	103	+11	2,588	477	18	32,871	5,689
Arizona	2,726	+151	80	+7	2,626	392	12	34,564	4,976
South Carolina	2,552	+135	63	+12	2,489	515	13	24,634	4,971
Alabama	2,499	+302	67	+3	2,412	514	14	18,982	3,902
Nevada	2,318	+231	71	+13	2,211	793	24	22,865	7,823
Mississippi	2,003	+88	67	+8	1,936	670	22	20,635	6,904
Utah	1,846	+108	13		1,807	606	4	36,116	11,859
Oklahoma	1,524	+52	79	+12	923	389	20	13,345	3,406
Rhode Island	1,450	+221	35	+5	1,405	1,372	33	12,132	11,482
District Of Columbia	1,440	+229	27	+3	1,052	2,104	39	8,283	12,101

AO/20-CV-1596 (DOD 20-L-1005)/0086

DOD-20-1032-A-000086

USA State	Total Cases	New Cases	Total Deaths	New Deaths	Active Cases	Tot Cases/ 1M pop	Deaths/ 1M pop	Total Tests	Tests/ 1M pop
Kentucky	1,346	+197	73	+8	967	303	16	21,620	4,869
Oregon	1,239	+58	38	+5	1,201	304	9	24,564	6,018
Idaho	1,232	+22	18	+3	1,214	730	11	11,898	7,049
Minnesota	1,154	+85	39	+5	483	209	7	30,753	5,564
Iowa	1,145	+96	27	+1	1,029	366	9	13,966	4,458
Delaware	1,116	+188	19	+3	938	1,175	20	8,744	9,209
Arkansas	1,077	+131	18		822	360	6	14,909	4,985
Kansas	1,046	+134	38	+7	1,008	360	13	10,183	3,501
New Mexico	865	+71	16	+3	678	413	8	23,807	11,378
New Hampshire	788	+41	18	+5	543	586	13	9,177	6,830
Vermont	605	+30	23		582	968	37	7,749	12,399
Maine	537	+18	14	+2	336	403	11	6,625	4,971
Nebraska	519	+41	12	+2	507	272	6	7,978	4,188
West Virginia	483	+71	4		479	264	2	12,859	7,030
Hawaii	435	+25	5		317	396	4	15,149	10,653
South Dakota	393	+73	6		241	455	7	6,748	7,808

Montana	332	+13	6		191	319	6	7,398	7,102
North Dakota	251	+14	4		149	334	5	8,607	11,442
Wyoming	230	+9			136	395		4,064	6,985
Alaska	226	+13	7	+1	187	306	9	7,068	9,571
Guam	121		4		90			605	
Northern Mariana Islands	11	+3	2		9			45	
Puerto Rico	620	+47	24	+1	592	183	7	6,052	1,787
United States Virgin Islands	43		1		8			266	

(b) (6)

From: Polowczyk, John P RADM USN JS J4 (USA)
Sent: Monday, March 23, 2020 11:54 AM
To: OBRIEN, Kristina M SES JS J4 (USA); (b) (6) COL USARMY JS J4 (USA)
Cc: (b) (6) LT USN JS J4 (USA); (b) (6) CAPT USN JS J4 (USA); (b) (6)
(b) (6) CAPT USN JS J4 (USA)
Subject: RE: Nationwide PPE Prioritization? (and VDJ4 in the News)

(b) (5)

JPP

-----Original Message-----

From: OBRIEN, Kristina M SES JS J4 (USA) (b) (6)
Sent: Monday, March 23, 2020 11:38 AM
To: (b) (6) COL USARMY JS J4 (USA) (b) (6)
Cc: Polowczyk, John P RADM USN JS J4 (USA) (b) (6) LT USN JS J4 (USA)
(b) (6) CAPT USN JS J4 (USA) (b) (6)
CAPT USN JS J4 (USA) (b) (6)
Subject: Nationwide PPE Prioritization? (and VDJ4 in the News)

(b) (6)

(b) and I just finished a call with Dave Kless, BG Lawrence and BG Whitney (b) (5)

(Also -- note article below...)

V/r

Kristina M. O'Brien, SES
Principal Deputy Director for Logistics, J4 The Joint Staff Pentagon Room 2C923
VOIP: (703) 614-7232
SVOIP: (302) 221-0380
NIPR: (b) (6)
SIPR: (b) (6)

-----Original Message-----

From: (b) (6) Col USAF JS OCJCS (USA) (b) (6)
Sent: Monday, March 23, 2020 10:35 AM
To: Milley, Mark A GEN USARMY JS OCJCS (USA) (b) (6)
Cc: JS Pentagon DoM List Joint Staff Public Affairs Desk Officers (b) (6)
(b) (6); JS Pentagon OCJCS List Joint Staff Public Affairs JDir Distro (b) (6)
(b) (6) >
Subject: FYSA: NYT- Trump Bets Business Will Answer Call to Fight Virus, but Strategy Bewilders Firms

Chairman,

Sir, alerting you to coverage over the weekend on the White House's response to the COVID-19 crisis. RADM Polowczyk is mentioned.

KEY EXCERPT

Rear Adm. John Polowczyk has been plucked from the staff of the Joint Chiefs, where he is a senior officer for military logistics, to run the effort to build a supply chain. And Peter Navarro, the White House trade adviser, is also playing a leading role. The government has essentially thrown out its existing playbook for dealing with pandemics, seizing the issue from the Department of Health and Human Services and moving it to the Federal Emergency Management Agency.

V/r,
(b) (6)

Trump Bets Business Will Answer Call to Fight Virus, but Strategy Bewilders Firms It remains unclear if the effort to enlist companies like General Motors, Apple and Hanes constitutes an effective strategy.

The New York Times, March 22, 2020 | David E. Sanger, Ana Swanson, and Maggie Haberman

WASHINGTON - President Trump's refusal to invoke the Defense Production Act to commandeer resources for the federal government is based on a bet that he can cajole the nation's biggest manufacturers and tech firms to come together in a market-driven, if chaotic, consortium that will deliver critical equipment - from masks to ventilators - in time to abate a national crisis.

Over the past five days, after weeks of minimizing the virus and dismissing calls to organize a national response, administration officials have been pulling executives into the White House Situation Room, and connecting them by phone, in a desperate effort to unlock existing supplies and ramp up new production.

Rear Adm. John Polowczyk has been plucked from the staff of the Joint Chiefs, where he is a senior officer for military logistics, to run the effort to build a supply chain. And Peter Navarro, the White House trade adviser, is also playing a leading role. The government has essentially thrown out its existing playbook for dealing with pandemics, seizing the issue from the Department of Health and Human Services and moving it to the Federal Emergency Management Agency.

But it is far from clear that the effort to enlist companies like General Motors, Apple and Hanes, just a few of the firms that have promised to free up existing supplies of masks or repurpose 3-D printers to produce ventilator parts, constitutes an effective strategy.

In interviews with participants in the process, from business executives to government officials, there is still widespread confusion about how much and what exactly each firm is supposed to produce. Corporate executives say they face a bewildering number of requests from dozens of nations around the world, along with governors and mayors around the country, for scarce supplies. The White House has not said who will set the priority list for deliveries. And it is not clear that any of it will arrive in time for the cities and the states that are hit the hardest, including New York.

Yet, in declining to actually make use of the Korean War-era production act that he invoked last week, Mr. Trump is also avoiding taking personal responsibility for how fast the acute shortages of personal protective gear and lifesaving equipment are addressed.

On Sunday, Gov. Andrew M. Cuomo of New York made a public appeal for the federal government to take over the distribution of critical goods, arguing that Mr. Trump's insistence last week that states should find the medical equipment for themselves was turning into a senseless free-for-all.

"Don't get into this mad bidding war," Mr. Cuomo said, noting that the federal reticence was resulting in huge price surges, hoarding and shortages in some of the hardest-hit locales, including New York City.

Only the federal government can require private firms to shift their production, Mr. Cuomo said. "If I had the power, I would do it in New York," he said.

Yet as that debate has played out in the White House Situation Room, Mr. Trump's son-in-law, Jared Kushner, has thrown out the established government plan for dealing with pandemics, after concluding it was insufficient because it never envisioned a pandemic of this breadth.

Mr. Kushner and other aides concluded that only FEMA had what they internally called the "battle rhythm" to be the lead agency. But although the agency has experience cleaning up after tornadoes and hauling in trailers for temporary housing, "it likely won't know a thing about medical supply chains and devices," said Christopher Kirchhoff, who examined the capabilities of each government agency for the Obama administration and wrote a detailed report of its shortcomings in dealing with the H1N1 swine flu virus, and then Ebola.

While FEMA knows how to issue contracts rapidly and move goods, it is important not to "divorce the expertise from the execution," Mr. Kirchhoff said.

On Sunday, the FEMA administrator, Peter T. Gaynor, an experienced emergency manager, was unable to say how many face masks had been shipped from national stockpiles, or how many had been ordered. "I can't give you a rough number; I can tell you it is happening every day," he said. That led Mr. Trump, in a late afternoon news conference, to begin to announce specific figures.

To Mr. Trump's critics, the core problem is not the effort now underway, but the failure to address the issue over the past three years, after government-run simulations, including one code-named Crimson Contagion, revealed some of the huge vulnerabilities.

Mr. Trump's likely opponent in the coming presidential election, former Vice President Joseph R. Biden Jr., said the administration's effort was coming too late.

"Now a tragic and inescapable truth is clear: Even though the senior-most medical and intelligence experts in the United States government were sounding the alarm about coronavirus for months, President Trump neglected, minimized and lied about this virus," Mr. Biden said in a statement. "He failed to expeditiously get us enough tests, respirators, ventilators and other vital equipment when his peers in other countries did their duty and stood up for their people."

Administration officials, asked why they have been reluctant to use the full force of the Defense Production Act to press industry into action, say the country is not in such dire straits. There is plenty of volunteer cooperation, they say, and there is always the implicit threat of ordering mandatory measures if they do not. Mr. Trump, at the news briefing, suggested an ideological concern as well. "We're a country not based on nationalizing our business," he said.

At the briefing, Mr. Navarro said, "We're getting what we need without putting the heavy hand of government down."

In an interview, Mr. Navarro said the administration would not hesitate to use its powers in certain situations. For example, he said, some brokers had been hoarding supplies of masks in warehouses and trying to sell them at exorbitant prices.

"That's a Defense Production Act action waiting to happen," he said. "If anybody thinks they're going to sit on urgently needed supplies and profiteer from this crisis, they're going to answer to the full force of the Trump administration."

The U.S. Chamber of Commerce and the heads of major corporations have lobbied the administration against using the act. They say the move could prove counterproductive, imposing red tape on companies precisely when they need flexibility to deal with closed borders and shuttered factories.

Mr. Trump and the director of his national economic council, Larry Kudlow, as well as Mr. Kushner, were persuaded by those arguments, administration officials said.

Mr. Navarro has been coordinating with companies including FedEx, Hanes, Pernod Ricard and Honeywell to try to alleviate bottlenecks in the supply chain. Last week, he sent a cargo aircraft to Italy to fetch 800,000 nasal swabs for coronavirus testing, and pieced together a coalition of fabric companies to manufacture face masks out of underwear material. On Monday, FEMA was set to airlift 3,000 Tyvek suits, 19,000 masks and 75,000 pairs of gloves from United Technologies to New York, Washington and California, Mr. Navarro said.

Anderson Warlick, the chief executive of the textile company Parkdale Mills, said Mr. Navarro had called him early last week to ask what the company could make. By Saturday, Parkdale Mills joined Hanes, Fruit of the Loom and other companies in announcing a coalition to produce masks.

But they are not the kind hospitals most need. The new masks will be made of a three-ply underwear fabric, and do not provide the level of protection given by the N95 masks that health care workers need for intubation and other procedures.

"It's not something you're going to wear in the operating room," Mr. Warlick said of the companies' mask. "But you've got people out there today - it's kind of pitiful - wearing bandannas and everything else."

While the corporate announcements, like Apple's move to donate millions of masks, may have generated some positive headlines for the Trump administration, critics say the ad hoc approach is falling far short of the challenge.

Industry executives say companies are reluctant to crank up production lines without purchasing guarantees from the government. With the economy in free-fall and factories shuttering around the country, few manufacturers are eager to invest in new machinery or venture into new products.

American companies that manufacture face masks, medical wipes and other supplies are already operating around the clock to meet elevated demand.

Among them, 3M has said it will increase its global production capacity by a third in the next year, but that falls far short of the current need. Honeywell is adding production for N95 masks globally, and General Electric said it was hiring more workers and adding shifts to produce more ventilators.

Factories that make diapers, wipes and similar products have also switched over to manufacture the raw material that goes into N95 masks.

To make that material, industry executives said, it would most likely take three to five months to obtain and install the necessary equipment and begin production.

Similar questions loom about ventilator production. The White House has highlighted promises by Ford, General Motors and Tesla to make the machines, but analysts said it could take many months for companies to create a product that would be approved as safe by regulators.

"Ford, General Motors and Tesla are being given the go ahead to make ventilators and other metal products, FAST!" the president tweeted Sunday morning.

Both General Motors and Ford have declined to say how quickly they might produce ventilators; they have never done it before. A spokeswoman for Ford said the company was still assessing the possibility of producing ventilators.

General Motors said in a statement that it was working with Ventec Life Systems, which already makes ventilators, to help it rapidly scale up its production, using GM's logistics, purchasing and manufacturing expertise.

Carla Bailo, the president of the Center for Automotive Research, said the auto companies could use their 3-D printing capabilities to produce some parts of a ventilator fairly quickly, and then turn to their extensive network of automotive suppliers for other components, like electronics and hoses.

Ms. Bailo estimated that such cooperation might yield a product in as little as three to six weeks, though it would still need regulatory approval.