



Sheila A. Armstrong

Partner

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OVERVIEW

Sheila Armstrong is a partner and a member of the Government Contracts and Procurement Policy practice group. She represents a broad range of companies on all aspects of government contracting, from proposal preparation through contract closeout, and everything in between. Sheila routinely counsels both prime and subcontractors on a variety of government contracts matters, including contract negotiation, foreign sourcing, intellectual property rights in government contracts, audits and government investigations, corporate compliance, internal investigations, mandatory disclosures, and False Claims Act (FCA) defense.

Sheila advises clients on a variety of types of contracting instruments, including FAR-based contracts, grants and other financial assistance agreements, and other transaction agreements. She has extensive experience working with companies on General Services Administration (GSA) and Veterans Affairs (VA) Federal Supply Schedule (FSS) contracts, including proposal preparation, compliance with unique FSS contract requirements, such as commercial sales practice submissions and price reduction clause compliance, as well as audits, investigations, and FCA defense.

PROFESSIONAL BACKGROUND

Sheila originally joined K&L Gates as a second year associate in 2003. She rejoined K&L from another international law firm where she focused her practice on all aspects of government contracting. Prior to attending law school, Sheila worked in the accounting industry.

ACHIEVEMENTS

- Recognized by *The Legal 500 United States* as a Recommended Lawyer for Government contracts, 2024

PROFESSIONAL / CIVIC ACTIVITIES

- Government Contracts Editorial Advisory Board, *Law360*, Member (2018–present)
- Public Contract Law Section of the American Bar Association, Secretary (2023–present)

- Council Member (2018–2021)
- Procurement Division, Co-Chair (2020-present)
- Publications Board, Co-Chair (2022-present)
- Commercial Products and Services Committee, Vice Chair (2013, 2014, 2018–present)
- Finance, Vice Chair (2018–2021)
- Commercial Products and Services Committee, Co-Chair (2014–2017)
- Order of the Coif, Member
- *San Diego Law Review*, Member

SPEAKING ENGAGEMENTS

Sheila frequently serves as a speaker on panels addressing government contracts issues before various trade associations.

EDUCATION

- J.D., University of San Diego School of Law, 2001
- B.S., University of Nevada, Las Vegas, 1999

ADMISSIONS

- Bar of District of Columbia
- Bar of Texas

THOUGHT LEADERSHIP POWERED BY HUB

- 20 January 2026, BIOSECURE Act: What You Need to Know
- 16 January 2026, FCC Announces Wide-Ranging New Controls on Drones and Drone Components
- 12 January 2026, President Trump Issues Executive Order Limiting Stock Buybacks and Dividends for Defense Contractors
- 25 August 2025, As Federal Grant Terminations Grow, Award Recipients Should Be Proactive, but Also Preserve Their Rights
- 14 August 2025, NIH Committed Unlawful Impoundment—GAO Decision Finds NIH's Withholding of Grant Funds Violated Impoundment Control Act—Implications for Federal Grantees

- 4 August 2025, DOJ Guidance Aims to Clarify "Illegal DEI," Raising the Stakes for Potential Investigations and Enforcement
- June 2025, DEI Enforcement: New Signals to Expect "Aggressive" Investigations and Litigation under the False Claims Act
- March 2025, DEI Enforcement: False Claims Act and Other Risks on the Horizon
- 17 January 2025, New Executive Order Bolsters the Nation's Cyber Defenses
- 18 November 2024, Understanding the Cybersecurity Maturity Model Certification (CMMC) Program: Essential Steps for Defense Contractors
- 13 November 2024, The Cybersecurity Maturity Model Certification Program – Defense Contractors Must Rapidly Prepare and Implement
- May 2024, Handling Allegations of Noncompliance: Internal Investigations and Self-Reporting
- 14 November 2023, When the Government Comes Knocking
- 3 October 2023, Introduction to Government Procurement
- 26 September 2023, Impacts of a Government Shutdown: Government Contractors
- September 2023, September 2023 Accolades
- 19 May 2023, Secure Software Regulations and Self-Attestation Required for Federal Contractors
- 17 May 2023, Domestic Content Guidance Offers Much Needed Answers but Also Raises Uncertainty About Qualification Requirements

OTHER PUBLICATIONS

- "[Secure Software Regulations and Self-Attestation Required for Federal Contractors](#)," *Pratt's Government Contracting Law Report*, September 2023

NEWS & EVENTS

- 3 October 2023, Introduction to Government Procurement
- 9 May 2023, K&L Gates Advises SPX Technologies on Agreement to Purchase Electrical Heating Solutions Leader
- 1 November 2022, Dallas Government Contracts Partner Returns to K&L Gates

OTHER MEDIA MENTIONS

- Mentioned, "Newsmakers: Partners Named at Jackson Walker; Polsinelli; K&L Gates; Gibson Dunn (Excerpt)," *TexasLawyer.com*, 17 January 2023

- Quoted, "Top 4 Gov't Contracting Policies To Watch In 2023," *Law360*, 2 January 2023
- Mentioned, "Newsmakers: Hinshaw & Culbertson; K&L Gates; Jones Day (Excerpt)," *TexasLawyer.com*, 11 November 2022

AREAS OF FOCUS

- Government Contracts and Procurement Policy
- International Trade, Investment Controls, and National Security
- White Collar Defense and Investigations

INDUSTRIES

- Life Sciences