

Sheila A. Armstrong

Partner

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OVERVIEW

Sheila Armstrong is a partner and member of the Government Contracts and Procurement Policy practice. She represents a broad range of companies on all aspects of government contracting, from proposal preparation and contract formation through performance, compliance, disputes, investigations, and contract closeout. Sheila routinely counsels both prime contractors and subcontractors on government contracts matters, including contract negotiation, domestic sourcing requirements, intellectual property rights, cybersecurity and supply chain compliance, audits and government investigations, corporate compliance programs, internal investigations, mandatory disclosures, and False Claims Act (FCA) defense.

Sheila advises clients in a wide variety of industries on a wide variety of federal procurement and assistance vehicles, including FAR-based contracts, grants and cooperative agreements, other federal financial assistance agreements, and other transaction agreements (OTAs). Representative industries include Aerospace and Defense, Life Sciences, Manufacturing, Energy, Technology, Transportation and Logistics, and Healthcare. She regularly assists clients in navigating complex regulatory requirements applicable to federal contractors and recipients of federal funding, including domestic preference laws, federal grant compliance requirements, and evolving procurement and cybersecurity regulations.

Sheila has extensive experience counseling companies holding General Services Administration (GSA) Multiple Award Schedule contracts and Department of Veterans Affairs (VA) Federal Supply Schedule contracts. Her experience includes contract acquisition and administration, commercial sales practices disclosures, pricing compliance, audit and investigative matters, and FCA defense.

A recognized leader in the government contracts bar, Sheila is actively involved in the American Bar Association's Public Contract Law Section and currently serves as Chair of the Section. In that role, she works with government, industry, and private practice leaders to advance the Section's educational, professional development, and thought leadership initiatives.

PROFESSIONAL BACKGROUND

Sheila originally joined the firm as a second year associate in 2003. She rejoined the firm 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

- Public Contract Law Section of the American Bar Association
  - Section Chair (2026–2027)
  - Section Chair Elect (2025–2026)
  - Section Vice Chair (2024–2025)
  - Section Secretary (2023–2024)
  - Council Member (2018–2021)
- Sheila has held various positions with the ABA Public Contracts law Section since 2011 including serving as a Procurement Division Co-Chair, Publications Board Co-Chair, Commercial Products and Services Committee Co-Chair and Vice Chair, and Cybersecurity, Privacy and Emerging Technology Vice Chair, member of the Nominating Committee and member of the Scholarship Committee
- Member, Committee Government Contracts Editorial Advisory Board, *Law360*, (2018–2020)
- Member, Order of the Coif
- Member, *San Diego Law Review*

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*

- November 2026, July, August, September, and October 2026 Accolades
- 2 November 2026, New Framework, Two Paths: Navigating DOJ and HHS's Newly Released Civil and Criminal Health Care Self-Disclosure Initiatives
- July 2026, Signed, Sealed, Scrutinized: DEI, Certifications, and FCA Risk
- 4 June 2026, Defense Contractors Face Expansion of National Security Disclosure and Mitigation Requirements to Unclassified Contracts
- 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

- 8 July 2026, K&L Gates Advises The J. Molner Company on Acquisition of Pharmaceutical Portfolio From Nordic Pharma, Inc.
- 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

- Aerospace and Defense
- Energy
- Healthcare
- Life Sciences
- Manufacturing
- Quantum
- Technology
- Transportation and Logistics