



Reference Letter for Roger Layman

RLArchitecture, PLLC d/b/a Shelter Architecture Unleashed

To Whom It May Concern,

I am pleased to provide this reference for **RLArchitecture**. I worked with Roger in my role as CEO of the Humane Society of Charlotte, where he served as the lead architect for our **Animal Resource Center**, a complex animal welfare facility.

Roger delivered a **highly functional, mission-aligned facility** that met our operational needs and long-term vision. The project was completed **on time and within budget** and has been well received by staff, stakeholders, and the community. Roger was consistently **responsive, collaborative, and solutions-focused**.

He brings **deep expertise in animal facility design**, with a strong understanding of durability, flow, and the specialized requirements of animal care environments. When our project scope shifted due to COVID-related financial and supply-chain risks, Roger adapted quickly, preserving design integrity while keeping the project on track.

Project documentation was **clear, professional, and timely**. Equally important, the **working relationship between Roger's team and our staff was outstanding**. Roger was approachable, responsive, and generous with his time, ensuring that complex design and technical considerations were clearly explained.

I recommend Roger Layman **without reservation** and am currently working with him again on an expansion project.

Sincerely,

Shelly A. Moore

A handwritten signature in black ink that reads "Shelly A. Moore". The signature is written in a cursive, flowing style.

Chief Executive Officer
Humane Society of Charlotte