COMMERCIAL DEAL READINESS CHECK™

KNOW BEFORE YOU APPLY

A Practical Financing Readiness Guide for
Commercial Real Estate Investors & Business Owners

HAWKMEN
ENTERPRISES

A Commercial & Residential Funding Brokerage
and Capital Advisory Firm

HAWKMEN CAPITAL DESK

COMMERCIAL DEAL READINESS CHECK™

Know Before You Apply™

A practical financing-readiness guide and workbook for commercial real estate investors and business owners

Use it before lender outreach

Clarify the transaction, test assumptions, organize the file, identify critical gaps, and decide what should happen next.

Designed to be useful immediately

The guide combines education, examples, self-assessment, document organization, and a seven-day action plan. It does not replace transaction-specific underwriting or advisory review.

Prepared by Hawkmen Enterprises

Commercial lending broker and capital advisory firm - not a lender

How This Guide Fits the Hawkmen Product System

This free guide is designed to create clarity without giving away the personalized analysis, implementation tools, and lender-package work that belong in Hawkmen's paid products.

PRODUCT	ROLE
Product 1 - Free Commercial Deal Readiness Check™	Education, self-assessment, general examples, readiness scoring, document awareness, and next-step routing.
Product 2 - Entry Retail Know Before You Apply™ CRE Financing Workbook	Detailed calculators, expanded worksheets, guided financial preparation, and reusable planning exercises.
Product 3 - Premium Retail Commercial Financing Preparation Kit	Editable templates, lender-package forms, sources-and-uses tools, borrower narrative frameworks, trackers, and implementation files.
Product 4 - Personalized Service Capital Readiness Assessment™	Transaction-specific interview, document review, 19-page Blueprint, readiness score, action checklist, and strategy call.

The boundary matters

A free product should create a meaningful result. It should not replace a paid personalized review or provide lender matching, approval odds, definitive proceeds, or complete deal packaging.

How to Use the Guide

- ☐ Complete the Deal Snapshot using known facts, not optimistic assumptions.
- ☐ Read the short education before scoring each readiness area.
- ☐ Mark every Stop-and-Verify issue that applies.
- ☐ Use the document organizer to identify what is ready, outdated, or missing.
- ☐ Build a seven-day plan and choose the appropriate next pathway.

Scoring rule

2 = supported and current. 1 = partial or requires confirmation. 0 = unknown, inconsistent, or materially incomplete.

The Underwriter Mindset

Commercial financing is not simply a property-value decision. An underwriter is trying to determine whether the proposed debt can be repaid, whether the borrower can execute the plan, and whether the transaction remains defensible when assumptions change.

The Five Questions Behind Most Underwriting Reviews

1. **Can the borrower repay?**
2. **Can the property or business perform?**
3. **Can the sponsor execute the plan?**
4. **Can the transaction survive stress?**
5. **Is there a credible exit or payoff path?**

WHY THIS MATTERS **Advisor insight**

Collateral matters, but repayment capacity normally comes first. A strong property cannot automatically compensate for weak cash flow, insufficient equity, poor documentation, or an unrealistic business plan.

The Five-Lens Review

LENS	PRACTICAL QUESTION
Repayment	What dependable cash flow will make the required payments?
Collateral	What secures the obligation, and how sensitive is value to market or property conditions?
Sponsor	Does the borrower have the credit, liquidity, experience, and management ability to execute?
Structure	Do the requested amount, term, amortization, leverage, and use of proceeds fit the transaction?
Exit	How will the debt be repaid at maturity if the loan does not fully amortize?

PRO INSIGHT **A useful habit**

Before asking, “Which lender?” first ask, “What will an underwriter question?” That shift usually reveals the work that should be completed before submission.

Part 1 - Build the One-Page Deal Snapshot

Experienced capital professionals summarize a transaction before they circulate documents. A one-page snapshot forces the borrower to define the request, identify the repayment source, and expose missing facts.

The 30-second test

A reader should be able to understand who is borrowing, what is being financed, how much is requested, how the borrower will contribute, how the debt will be repaid, and when the transaction must close.

Weak vs. Strong Deal Descriptions

WEAK DESCRIPTION	STRONGER DESCRIPTION
"I need a commercial loan for a good property."	"The sponsor is seeking approximately $1.2 million to acquire a 14-unit multifamily property for $1.6 million. The property is 93% occupied, and repayment is expected from in-place rental income."
"The building is worth at least $2 million."	"The owner seeks to refinance an estimated $2 million property with a $1.05 million request. Current NOI, existing debt, maturity date, and requested cash-out purpose are documented."
"We need bridge money fast."	"The borrower seeks short-term acquisition and renovation financing for a partially vacant property, with a defined budget, stabilization milestones, and a permanent refinance exit."

AVOID THIS **Common mistake**

Borrowers often lead with value, upside, or urgency. Underwriters still need the basic transaction facts and a credible repayment path.

Complete the Snapshot

Borrower / sponsor: ____

Property or business: ______________________________________

Property type: ____

Location: ____

Purpose: ____

Purchase price or estimated value: ___________________________

Requested financing amount: ________________________________

Estimated cash contribution: ________________________________

Target closing or maturity date: _____________________________

Occupancy / operating status: ________________________________

Primary repayment source: __________________________________

Primary concern: ____

Prefer the online version?

After completing this page, use the free online 60-Second Deal Readiness Snapshot™ at: https://hawkmenent.com/deal-readiness-snapshot

Understand the Financing Purpose

The same property can require a very different financing structure depending on what the borrower is trying to accomplish. Purpose influences eligible programs, required documents, closing timeline, leverage, and exit expectations.

PURPOSE	WHAT USUALLY DESERVES ATTENTION
Acquisition	Purchase price, borrower equity, contract deadlines, current income, property condition, and post-closing reserves.
Refinance	Existing payoff, maturity, current value, current NOI, requested proceeds, and whether cash-out has a documented purpose.
Bridge / transitional	Current weakness, renovation or lease-up plan, budget, timeline, experience, interest carry, and permanent exit.
Construction	Plans, permits, budget, contingency, contractor, draw process, sponsor equity, completion risk, and takeout strategy.
Owner-occupied business real estate	Business cash flow, operating history, occupancy, eligible use of proceeds, guarantors, and business debt.
Cash-out	Equity, repayment capacity after the new debt, use of proceeds, and whether leverage remains supportable.

LENDER PSYCHOLOGY **Micro-lesson**

A financing product should fit the property's condition today - not only the condition the borrower expects after renovation or stabilization.

Your Purpose

- ☐ Acquisition
- ☐ Refinance
- ☐ Cash-out refinance
- ☐ Bridge / transitional
- ☐ Construction / renovation
- ☐ Owner-occupied business real estate
- ☐ Other

Why this structure appears appropriate: ____

Property Type Changes the Questions

Underwriting is not identical across asset classes. The lender's questions usually reflect the property's operating model, tenant or customer concentration, seasonality, physical condition, and exit market.

PROPERTY TYPE	COMMON REVIEW AREAS
Multifamily	Rent roll, collections, concessions, occupancy, operating expenses, taxes, insurance, deferred maintenance, and market rents.
Self-storage	Physical and economic occupancy, unit mix, management systems, delinquency, concessions, competition, and stabilization history.
Mobile home / RV park	Pad or site occupancy, tenant-owned vs. park-owned units, utilities, roads, licensing, seasonality, and capital needs.
Hotel / motel	Occupancy, ADR, RevPAR, seasonality, franchise or management agreements, PIP requirements, and operating experience.
Retail / mixed-use	Tenant credit, lease rollover, co-tenancy, vacancy, tenant improvements, market demand, and concentration.
Office	Lease expiration, tenant quality, vacancy, rollover cost, market absorption, and alternative-use risk.
Industrial	Tenant concentration, lease structure, functional utility, location, clear height, access, and market demand.
Laundromat / operating business	Revenue verification, utility expense, equipment age, lease or real estate terms, management, and customer concentration.

Practical use

Circle the three review areas most likely to affect your transaction. Those are the areas that should receive the strongest documentation before lender outreach.

Why Value Alone Does Not Determine Loan Proceeds

A borrower may request a percentage of purchase price or appraised value, but the final supportable amount can be constrained by several tests. The tightest test often controls.

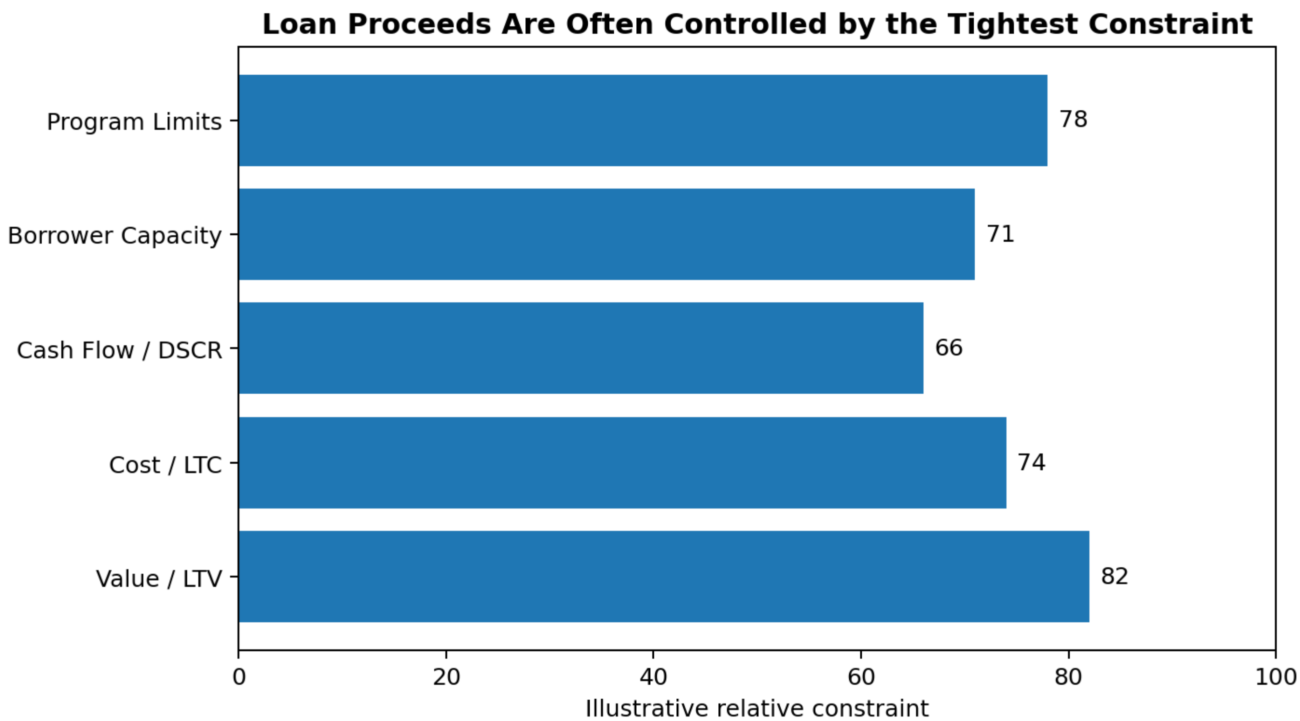


Illustration only - not lender data or a proceeds calculation.

Five Common Constraints

CONSTRAINT	WHAT IT TESTS
Loan-to-value (LTV)	Debt compared with lender-recognized property value.
Loan-to-cost (LTC)	Debt compared with total eligible project or acquisition cost.
Debt service coverage (DSCR)	Underwritten cash flow compared with required annual debt service.
Borrower capacity	Credit, income, liquidity, net worth, contingent liabilities, and guarantor support.
Program limits	Property type, geography, loan size, occupancy, condition, recourse, and other lender-specific rules.

Key lesson

The requested amount is a target. Supportable proceeds are an underwriting conclusion. Do not promise a seller, partner, or investor that a requested loan amount will be available before review.

Requested amount: ____

What supports that request: ______________________________________

What could reduce proceeds: _____________________________________

NOI and DSCR: The Core Cash-Flow Conversation

Net operating income (NOI) is generally property income remaining after operating expenses, but before debt service and certain non-operating items. Debt service coverage ratio (DSCR) compares underwritten cash flow with annual debt service.

Conceptual formula

DSCR = Underwritten net cash flow ÷ Annual debt service

The important word is underwritten. A lender may adjust income or expenses rather than accept the borrower's calculation exactly as presented.

BORROWER ASSUMPTION	POSSIBLE UNDERWRITING QUESTION
All scheduled rent is collected	What do the rent roll, bank deposits, and operating statements show?
Repairs were unusually high	Which costs are recurring operating expenses and which are capital items?
Management is self-performed	Will a market management expense still be included?
Vacancy will decline after purchase	What supports the lease-up timeline and cost?
Taxes will remain unchanged	Could reassessment increase taxes after a sale?
Insurance expense is stable	Is the quote current and appropriate for the proposed use?

Advisor tip

Keep a reconciliation between reported NOI and your normalized NOI. An unexplained difference creates more concern than a conservative, well-supported adjustment.

Current annual NOI estimate: ____

Source of the NOI figure: ____

Largest uncertain adjustment: ____

Down Payment vs. Total Cash Required

The equity contribution is only one part of the cash needed to close and operate safely. A transaction can appear affordable until closing costs, reports, escrows, reserves, immediate repairs, and working capital are added.

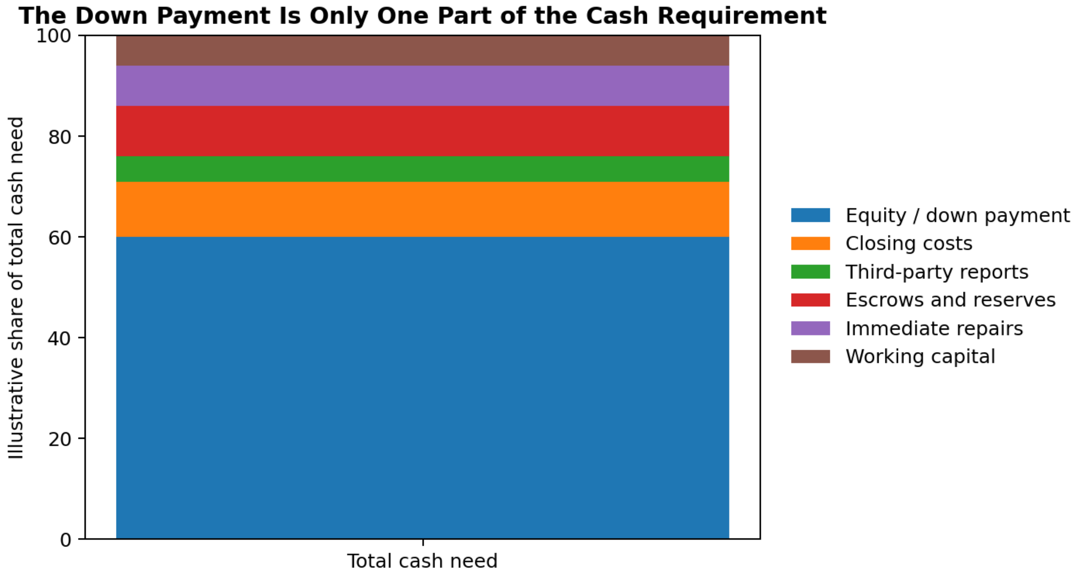


Illustration only. Actual requirements vary by transaction and lender.

CASH CATEGORY	EXAMPLES
Equity contribution	Down payment or borrower cash invested in the project.
Closing costs	Legal, title, recording, lender fees, brokerage, and other settlement items.
Third-party reports	Appraisal, environmental, engineering, survey, inspection, feasibility, or other reports.
Escrows and reserves	Taxes, insurance, debt service, replacement reserves, interest carry, or operating reserves.
Immediate repairs	Health and safety work, deferred maintenance, tenant improvements, equipment, or required capital items.
Working capital	Cash needed to support operations, payroll, inventory, marketing, lease-up, or stabilization.

Common mistake

Using nearly every available dollar at closing may weaken the file even when the minimum contribution is technically available. Post-closing liquidity gives the borrower room to absorb surprises.

Estimated equity contribution: ____

Estimated costs and reports: ____

Estimated reserves / escrows: ______________________________________

Estimated repairs / working capital: __________________________________

Estimated liquidity remaining after closing: ____________________________

Borrower and Sponsor Strength

Commercial underwriting evaluates more than a credit score. Credit may affect eligibility and structure, but the broader review usually considers character, repayment capacity, capital, collateral, experience, and management ability.

AREA	WHAT TO PREPARE
Character / credit	Accurate explanations of late payments, defaults, bankruptcies, foreclosures, tax issues, judgments, or collections.
Capacity	Personal and business income, global obligations, contingent liabilities, and the ability to support the transaction.
Capital	Equity contribution, liquidity, net worth, reserves, and documented sources of funds.
Collateral	Property value, condition, marketability, income, legal status, and lender lien position.
Experience	Ownership, operations, construction, leasing, turnaround, or industry experience relevant to the plan.
Management	Who will operate the property or business, how responsibilities are assigned, and whether outside professionals are engaged.

Reputation rule

Disclose material weaknesses early and explain them accurately. A known issue with a credible explanation is usually easier to evaluate than an issue discovered late.

Your Sponsor Story

Relevant experience: ____

Primary financial strength: ____

Primary weakness requiring explanation: ____

Who will manage execution: ____

Documents Are Evidence, Not Paperwork

A lender requests documents to test the story being told. The strongest files make the income, ownership, debt, liquidity, and transaction structure consistent across every document.

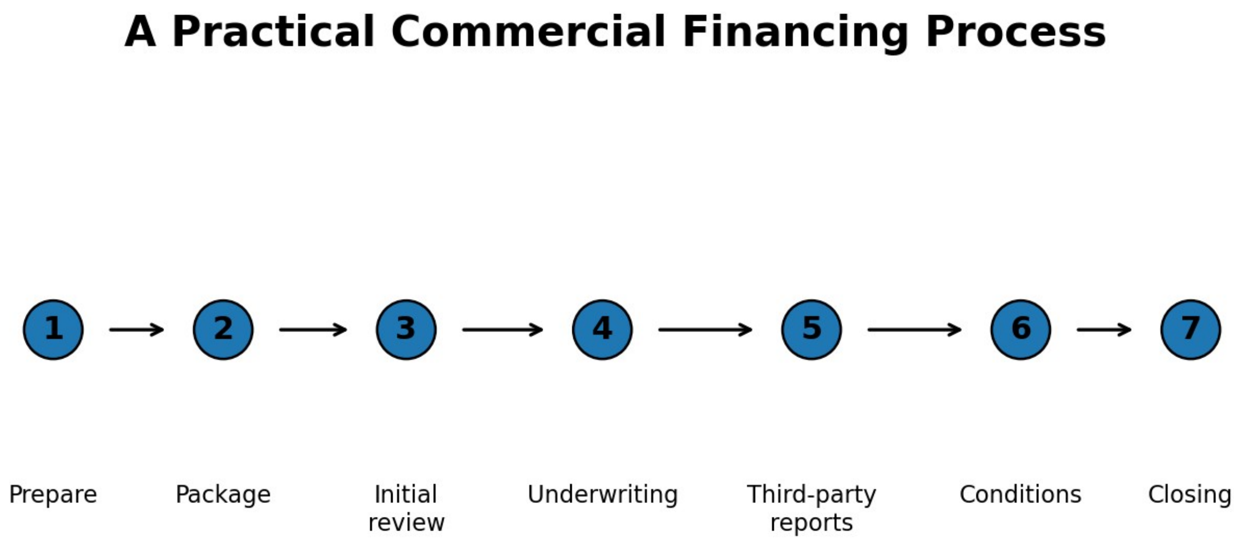
DOCUMENT	WHY IT MATTERS / COMMON ISSUE
Trailing 12-month statement (T-12)	Shows recent operating performance. Common issue: missing months, mixed cash and accrual data, or capital expenses buried in operations.
Rent roll / unit mix	Shows occupancy, rent, lease status, concessions, and delinquency. Common issue: totals do not reconcile to the T-12.
Personal financial statement	Shows assets, liabilities, liquidity, net worth, contingent liabilities, and ownership interests. Common issue: values or debts are outdated.
Schedule of real estate owned	Shows portfolio debt, cash flow, occupancy, maturity, and contingent exposure. Common issue: omitted properties or guarantees.
Tax returns	Support reported income and ownership history. Common issue: returns conflict with internal statements or are incomplete.
Bank statements	Support liquidity, operations, deposits, and source of funds. Common issue: unexplained large deposits or rapidly declining balances.
Entity documents	Confirm ownership and authority to borrow. Common issue: operating agreement does not match the proposed guarantors or ownership chart.
Purchase agreement / LOI	Defines price, deadlines, contingencies, deposits, and seller obligations. Common issue: financing timeline does not fit the contract.

File-quality test

A reviewer should not have to guess which number is current. Name files clearly, use consistent reporting periods, and explain material differences before submission.

A Realistic Financing Timeline

A commercial closing is a sequence of dependent steps. Missing documents at the beginning can delay every step that follows. Urgency does not eliminate underwriting, third-party reports, conditions, legal review, or closing logistics.



STAGE	BORROWER'S JOB
Prepare	Clarify the request, collect documents, identify risks, and confirm the proposed timeline.
Package	Present a consistent borrower, property, financial, and transaction narrative.
Initial review	Respond quickly to questions and avoid changing material facts without explanation.
Underwriting	Provide support for income, expenses, liquidity, ownership, experience, and structure.
Third-party reports	Coordinate access and address appraisal, environmental, engineering, title, or survey issues.
Conditions	Track every item, owner, due date, and dependency.
Closing	Confirm funds, insurance, entity authority, payoff, final documents, and settlement requirements.

Timeline reality

A fast lender cannot close a file that is incomplete, internally inconsistent, or blocked by third parties. Readiness is often the borrower's most controllable source of speed.

Seven Commercial Financing Myths

MYTH	REALITY
“The appraisal determines the loan amount.”	Value is one constraint. Cash flow, borrower capacity, cost, condition, and program rules may control.
“A strong DSCR means automatic approval.”	DSCR is one test. Credit, liquidity, experience, collateral, documents, and structure still matter.
“The down payment is all the cash I need.”	Closing costs, reports, reserves, escrows, repairs, and working capital can materially increase cash need.
“More lender submissions always improve the odds.”	Poorly targeted submissions can waste time, create inconsistent messaging, and damage credibility.
“A projected turnaround should receive full credit.”	Future performance must be supported by budget, timeline, market evidence, experience, and adequate capital.
“If I explain problems later, the lender will understand.”	Late disclosure creates avoidable trust and timing problems.
“A broker can guarantee the result.”	A responsible broker or advisor can prepare, position, and source a transaction, but third-party lenders control underwriting and approval.

Hawkmen position

Hawkmen Enterprises is a commercial lending broker and capital advisory firm, not a lender. No approval, rate, leverage, timing, or funding outcome is guaranteed.

Part 2 - Readiness Scorecard

The score measures organization and evidence - not approval probability. Score each statement based on what exists now.

SCORE	USE THIS STANDARD
2 - Supported	Current, specific information or documentation exists.
1 - Partial	The answer is incomplete, outdated, assumed, or requires verification.
0 - Unknown	The information is missing, contradictory, or materially unclear.

Do not average away a serious issue

One critical weakness can matter more than several strong categories. Review every 0, every 1, and every Stop-and-Verify item.

A. Transaction Clarity

READINESS STATEMENT	0	1	2
The financing purpose, amount, and use of proceeds are specific.	☐	☐	☐
The complete transaction structure and capital sources are understood.	☐	☐	☐
The closing, maturity, or funding timeline appears realistic.	☐	☐	☐
A written sources-and-uses summary can be produced.	☐	☐	☐

Section subtotal: ____ / 8

B. Property or Business Economics

READINESS STATEMENT	0	1	2
Current income is supported by reliable records.	☐	☐	☐
Operating expenses include realistic recurring costs and reserves.	☐	☐	☐
Projected performance is supported by evidence and a workable plan.	☐	☐	☐
The transaction has a clear primary source of repayment.	☐	☐	☐

Section subtotal: ____ / 8

C. Borrower and Sponsor Strength

READINESS STATEMENT	0	1	2
The entity, owners, guarantors, and decision-makers are identified.	☐	☐	☐
Credit and financial issues are known and can be explained.	☐	☐	☐
Relevant execution experience can be documented.	☐	☐	☐
A current financial statement and real estate schedule can be prepared.	☐	☐	☐

Section subtotal: ____ / 8

Readiness Scorecard - Continued

D. Cash, Equity, and Liquidity

READINESS STATEMENT	0	1	2
Total cash need includes more than the down payment.	☐	☐	☐
The equity source is documented and dependable.	☐	☐	☐
Meaningful liquidity remains after closing.	☐	☐	☐
Investor, seller, gift, or borrowed funds are fully disclosed.	☐	☐	☐

Section subtotal: ____ / 8

E. Documentation Readiness

READINESS STATEMENT	0	1	2
Current operating statements and supporting schedules are available.	☐	☐	☐
Tax returns, bank statements, entity records, and identification can be produced.	☐	☐	☐
Transaction and renovation documents are organized when applicable.	☐	☐	☐
Material inconsistencies have been identified and explained.	☐	☐	☐

Section subtotal: ____ / 8

F. Financing Strategy and Lender Fit

READINESS STATEMENT	0	1	2
The financing type matches current property condition and use.	☐	☐	☐
Term, amortization, leverage, recourse, and prepayment expectations are realistic.	☐	☐	☐
The transaction does not depend on one unverified rate, leverage, or promise.	☐	☐	☐
The borrower expects lender calculations and requirements to vary.	☐	☐	☐

Section subtotal: ____ / 8

G. Timeline, Risks, and Exit

READINESS STATEMENT	0	1	2
Critical contract, maturity, appraisal, and due-diligence dates are known.	☐	☐	☐
Enough time is allowed for review, reports, conditions, and closing.	☐	☐	☐
The most likely causes of delay or failure have been identified.	☐	☐	☐
A measurable operating, stabilization, refinance, sale, or backup plan exists.	☐	☐	☐

Section subtotal: ____ / 8

Part 3 - Interpret the Result

TOTAL SCORE: ______ / 56

45-56 | Organized for deeper review

The file appears comparatively organized. Resolve every 0 or 1 and review all critical issues before submission.

32-44 | Material items need confirmation

Missing evidence or assumptions could affect proceeds, structure, timing, or lender fit. Address the lowest sections first.

0-31 | Pause and prepare

The file likely lacks enough reliable information for efficient lender outreach. Improve the transaction facts, economics, borrower resources, and documentation.

Section Review

SECTION	SCORE / 8
Transaction clarity	____
Property / business economics	____
Borrower / sponsor strength	____
Cash / equity / liquidity	____
Documentation	____
Strategy / lender fit	____
Timeline / risk / exit	____

ADVISOR TIP **Your lowest score identifies the first workstream**

Improving the weakest section often creates more value than polishing a section that is already strong.

Part 4 - Stop and Verify

These issues deserve attention regardless of the total score. Check every item that applies.

CHECK	ISSUE	WHY IT MATTERS
☐	Loan amount depends mainly on value	Cash flow, cost, borrower capacity, or program limits may reduce proceeds.
☐	Income is projected or weakly documented	Repayment analysis may rely on lower recognized income or require a transitional structure.
☐	Closing is less than 30 days away	Incomplete files and third-party reports may make the deadline unrealistic.
☐	Equity source is not documented	The lender may not credit funds that depend on an uncertain future event.
☐	Almost all liquidity will be used	Limited reserves can weaken the borrower's ability to absorb repairs, vacancy, delays, or overruns.
☐	Material credit, tax, legal, title, zoning, environmental, or condition issue exists	The issue can affect eligibility, timing, collateral, or required structure.
☐	Documents conflict	Inconsistency creates questions about accuracy and control.
☐	Prior lender decline is not understood	Submitting the same unresolved problem to more lenders is not a strategy.
☐	Exit depends on an aggressive refinance or sale	Future value, rates, NOI, and market liquidity should be stress-tested.

Do not hide the problem

Accurate early disclosure protects credibility and gives the advisor or lender a chance to evaluate an appropriate structure. Concealment creates unnecessary reputation risk.

Part 5 - Core Document Organizer

Use the matrix to classify each document. “Ready” means current, complete, legible, and consistent with the rest of the file.

Borrower / Sponsor

DOCUMENT	READY	UPDATE	MISSING / N/A
Identification	☐	☐	☐
Personal financial statement	☐	☐	☐
Schedule of real estate owned	☐	☐	☐
Personal and business tax returns	☐	☐	☐
Bank statements	☐	☐	☐
Credit explanation if needed	☐	☐	☐
Sponsor résumé	☐	☐	☐
Ownership / guarantor list	☐	☐	☐

Property / Business

DOCUMENT	READY	UPDATE	MISSING / N/A
Rent roll, unit mix, or revenue schedule	☐	☐	☐
Trailing 12-month statement	☐	☐	☐
Year-to-date P&L	☐	☐	☐
Prior-year statements	☐	☐	☐
Leases or major contracts	☐	☐	☐
Debt statement	☐	☐	☐
Taxes and insurance	☐	☐	☐
Condition / repair information	☐	☐	☐

Transaction / Entity

DOCUMENT	READY	UPDATE	MISSING / N/A
Purchase agreement or LOI	☐	☐	☐
Sources and uses	☐	☐	☐
Renovation budget and bids	☐	☐	☐
Seller financing terms	☐	☐	☐
Investor or partnership terms	☐	☐	☐
Appraisal / inspection / title reports	☐	☐	☐
Entity formation records	☐	☐	☐
Operating agreement and good standing	☐	☐	☐

Part 6 - Ten Questions to Answer Before Applying

1. What exact amount is requested, and how will every dollar be used?

2. What is the primary source of repayment?

3. Which income and expenses are historical, and which are projected?

4. What total cash is required, and how much liquidity remains afterward?

5. What facts could reduce proceeds, change structure, or delay closing?

6. What evidence shows the sponsor can execute the plan?

7. What is the greatest weakness in the borrower, property, documents, or structure?

8. What material facts should be disclosed at the beginning?

9. What happens if value, income, rates, leverage, equity, or timing is less favorable?

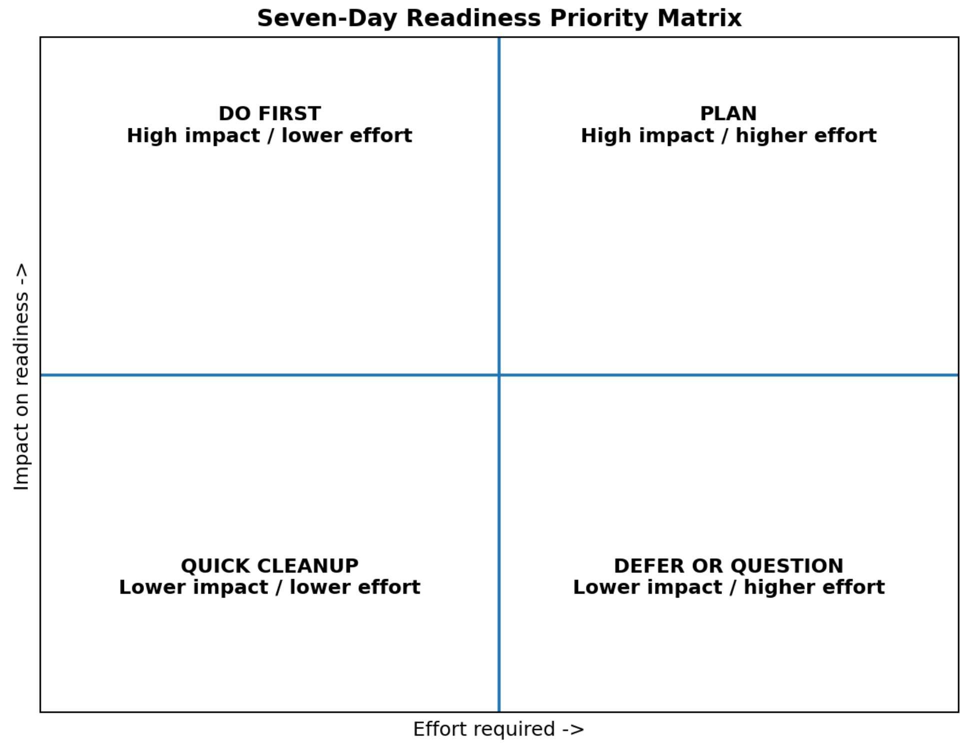
10. What is the credible exit or payoff path at maturity?

The test

A well-prepared borrower can answer these questions without contradicting the documents. When the answer is uncertain, the correct response is to investigate - not invent.

Part 7 - Seven-Day Readiness Plan

Use impact and effort to decide what should happen first. Missing core financial information, undocumented equity, unresolved legal or property issues, and unrealistic deadlines normally deserve priority.



Top Actions

ACTION	OWNER	DUE DATE	DONE
			☐
			☐
			☐
			☐
			☐
			☐
			☐
			☐

Do not confuse activity with progress

Sending the deal to more lenders is not progress when the core weakness remains unresolved. Progress means improving the quality, accuracy, or structure of the file.

Commercial Financing Glossary

TERM	PRACTICAL MEANING
Amortization	The schedule over which principal is repaid. A loan may mature before the amortization period ends.
Balloon payment	The remaining principal due at maturity when the loan is not fully amortized.
Bridge financing	Shorter-term financing commonly used for acquisition, renovation, lease-up, or other transitional situations.
Cap rate	A valuation ratio generally calculated as NOI divided by property value or price.
Debt service	Required principal and interest payments, and sometimes other debt-related obligations.
Debt yield	A ratio comparing NOI with loan amount; lender calculations and usage vary.
DSCR	Underwritten net cash flow divided by annual debt service.
Guarantor	A person or entity that agrees to support repayment obligations under the loan documents.
LTC	Loan amount compared with eligible total project or acquisition cost.
LTV	Loan amount compared with lender-recognized collateral value.
NOI	Property income after operating expenses but before debt service and certain non-operating items.
Nonrecourse	A structure limiting personal liability subject to negotiated carve-outs and loan documents.
Prepayment penalty	A cost or restriction associated with repaying debt before the permitted date.
Recourse	A structure allowing the lender to pursue obligated parties beyond the collateral, subject to loan terms.
Stabilization	The point at which occupancy, income, expenses, or operations reach a supportable recurring level.
Sources and uses	A schedule showing where transaction funds come from and how every dollar will be spent.
Yield maintenance / defeasance	Potentially significant prepayment structures used in some commercial loans.

Use terms carefully

Definitions, calculations, and loan-document consequences vary. Do not rely on a glossary in place of lender guidance or legal review.

Choose the Appropriate Next Step

No active transaction

Continue education and organize reusable borrower documents. Avoid paying for individualized analysis before enough transaction-specific information exists.

Transaction expected within 3-12 months

Complete missing items, attend the Know Before You Apply™ Masterclass, and begin building a repeatable readiness file.

Active acquisition, refinance, maturity, or prior decline

A personalized Capital Readiness Assessment may be appropriate because transaction-specific issues can affect structure, timing, and lender fit.

Prepared financing request

The file may be reviewed for an appropriate brokerage pathway. Hawkmen does not guarantee placement, approval, rates, leverage, terms, timing, or closing.

Hawkmen Capital Readiness Assessment™

The paid Assessment includes a comprehensive digital interview, review of available supporting documents, a personalized 19-page Executive Capital Readiness Blueprint™, a Capital Readiness Score, a Lender-Ready Action Checklist, and a strategy call.

Free guide vs. personalized Assessment

This guide helps organize and educate. The paid Assessment evaluates the actual borrower, property or business, request, documents, risks, and proposed strategy using the submitted information.

Learn more: https://hawkmenent.com/know-before-you-apply

Important Disclosures and Research Basis

Disclosure

Hawkmen Enterprises is a commercial lending broker and capital advisory firm, not a lender. This Commercial Deal Readiness Check™ is an educational preliminary tool based on self-reported information. It is not a loan application, credit decision, preapproval, financing commitment, lender match, legal opinion, tax advice, appraisal, or guarantee of rates, terms, leverage, approval, closing, or funding. Financing availability and terms depend on the complete transaction, borrower qualifications, collateral, market conditions, third-party reports, and lender underwriting.

No score or response in this guide should be represented to a seller, investor, partner, broker, or financing source as evidence of approval or fundability. Consult qualified legal, tax, accounting, insurance, environmental, and other professionals when those matters are relevant.

Research Basis

SOURCE	HOW IT INFORMED THIS GUIDE
Office of the Comptroller of the Currency - Comptroller's Handbook: Commercial Real Estate Lending	Repayment analysis, collateral, borrower capacity, underwriting, and risk-management principles.
Federal Deposit Insurance Corporation - Commercial Real Estate Lending resources and examination guidance	CRE lending risk, underwriting discipline, and prudent review practices.
Fannie Mae Multifamily Guide - DSCR, underwritten net cash flow, income analysis, and related guidance	Explains that DSCR is based on underwritten cash flow and annual debt service rather than an unreviewed borrower calculation.
U.S. Small Business Administration - Form 413 Personal Financial Statement and Form 1919 Borrower Information Form	Illustrates the importance of financial condition, repayment ability, ownership, indebtedness, and borrower information in SBA-related review.

Research note

The guide uses general principles across commercial lending. It does not reproduce or promise any individual lender's current credit policy.