

Metro Denver Homeless Initiative

One line, two dimensions

Rebuilding MDHI's grant accounting when QuickBooks Online allows one



Sage Intacct → QuickBooks Online Advanced | Comprehensive case study

37 days

from first call to final data load

2 in 1

grant and department carried by one line-level class

2,808

source files linked to their transactions in QBO

3 days

early: final load July 3 against a July 6 plan

Metro Denver Homeless Initiative tagged transaction lines in Sage Intacct with both a grant and a functional-expense department. QuickBooks Online Advanced allows one line-level dimension on regular transactions. Here is how SaaS Direct made one dimension carry both, and moved MDHI off Intacct on a fixed renewal date.

CLIENT





EXECUTIVE SUMMARY

Two dimensions, one field, a fixed date

Metro Denver Homeless Initiative (MDHI) needed to leave Sage Intacct before a July 1, 2026 renewal date and land in QuickBooks Online Advanced with its grant reporting intact. The difficulty was structural. Intacct let MDHI tag each transaction line with two dimensions, a grant and a functional-expense department. QuickBooks Online allows one line-level dimension on regular transactions.

SaaS Direct rebuilt MDHI's reporting as a single class hierarchy, departments as parents and grants beneath them, so that one tag carries both answers. Eight other approaches were considered and set aside along the way, including the original plan, and this document records why each one failed.

The project was not clean. The department constraint was caught at the first cutoff review rather than at design time; a mapping error mislabelled grant classes in the first load; a verbal requirement was missed; and vendor bank details had to be loaded after delivery. Each was resolved, and the final load still arrived three days ahead of plan, 37 days after the first call.

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STARTING POSITION

FROM

Sage Intacct

- Single entity; GL, AR and AP
- Grant and department tagged at line level
- 214 grants across 7 grant types
- 996 vendors, 395 customers
- Fixed renewal date: July 1, 2026



TO

QuickBooks Online Advanced

- Hierarchical classes: department > grant
- Budget and report by grant through Class
- Functional-expense view preserved
- Source documents attached to transactions
- Vendor ACH details on vendor records

The client and starting position

MDHI is the Continuum of Care for a seven-county region: Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson. It coordinates the regional response to homelessness, including the OneHome coordinated entry system and the region's homeless management information system (HMIS).

Financially, MDHI is a single-entity nonprofit with a July to June fiscal year, funded mostly by contributions and grants, with payroll processed outside the accounting system. Day-to-day accounting and the conversion itself were led by MDHI's outsourced accounting firm, working with MDHI's finance leadership.

Grant tracking was the center of the books. Each grant was tracked individually for receipts, spend and remaining balance. In Intacct every transaction was coded unrestricted, with restricted and unrestricted balances reconciled by hand at year-end.

INTACCT COMPANY PROFILE

ITEM	AT ASSESSMENT
Intacct modules in use	General Ledger, Accounts Receivable, Accounts Payable
Entities / currencies	One entity; no multi-currency
Chart of accounts	123 accounts
Grants	214 grants (87 active) across 7 grant types
Departments	3: Management & General, Programs, Fundraising
Vendors / customers	996 vendors; 395 customers
Deadline	Intacct renewal, July 1, 2026

Counts are from the pre-project complexity assessment of the Intacct company.

WHAT MDHI NEEDED FROM QUICKBOOKS ONLINE

Budget and report by grant

The client's stated need going in, and the reason grants had to live on Class.

Keep the functional-expense split

Management & General, Programs and Fundraising, tagged line by line, feed the Form 990.

Audit support inside the ledger

Auditors sample transactions, so source documents had to be attached in QBO, not filed elsewhere.



The core technical problem

In Intacct, a single bill line could say: this expense belongs to grant A, and it is a Programs cost. The grant answered the funder's question. The department answered the Form 990 question of how much went to programs, management and fundraising. MDHI relied on both.

QuickBooks Online Advanced offers Class and Location. Class can be set on every line. Location is chosen once, for the whole transaction, and applies to every line on it. Journal entries are the exception: there, Location can be set line by line. On a bill or invoice that splits across grants and departments, only one of the two dimensions can survive at line level.

SAGE INTACCT: ONE BILL LINE

Account

Amount

Grant

Department

QUICKBOOKS ONLINE: ONE BILL LINE

Location: one per transaction

Account

Amount

Class

Any grant-funded organization moving from Intacct to QuickBooks Online Advanced with two line-level tags will meet this. QuickBooks Online Advanced holds one line-level tag on regular transactions, so the design has to make one tag carry two meanings.

IS THIS YOUR SITUATION?

- ✓ You tag Intacct transaction lines with more than one dimension
- ✓ Functional expenses for your Form 990 come from one of those dimensions
- ✓ You budget and report by grant, project or program
- ✓ Your auditors sample individual transactions and their support

If you checked two or more, the class design is the critical path of your migration, not the data load.



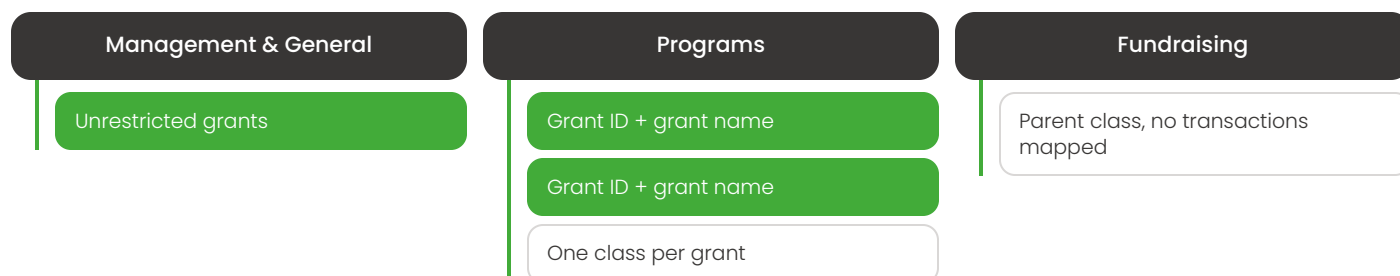
Designing the destination

Eight alternatives came before the chosen design. The first six were set aside before the first load. Putting departments in the Location field was the original plan; it failed at the first cutoff load. Splitting transactions by department was the alternative we offered on June 29.

OPTION CONSIDERED	WHY IT WAS SET ASIDE
Opening balances only	No transaction-level audit trail in QBO, and MDHI's auditors sample individual transactions.
Journal-entry-only history	Loses the original transaction types and their drill-down, for a cost saving that was minimal next to full history.
Grants as customers, alongside Class	Dropped at extraction: the client confirmed grants migrate as Class only, with no other grant fields. Budgeting and reporting run on Class.
Three-level class tree: grant type > category > grant	Closest to Intacct's grant reporting, but the client judged it more complex than MDHI needs.
Suffixes to separate duplicate grant names	Replaced by class codes that join grant ID and grant name, which keeps the same grant in different years distinct on purpose.
Attachments as a folder plus a spreadsheet index	Auditors pulling samples would have to leave QBO to find support. The client chose attachments linked inside QBO.
Departments in the Location field (the original plan)	Location is set once per transaction; only journal entries allow it per line. At the first cutoff load, bills and invoices lost their department split.
Split each affected transaction by department	Workable, but the volume had to be sized before a date could be committed, with the Intacct freeze already under way.

Chosen: departments as parent classes, grants nested beneath

Management & General, Programs and Fundraising became parent classes. Unrestricted grants, including the unrestricted portion of a few foundation grants tracked by funder name, went under Management & General; all other grants went under Programs. Fundraising stayed as a parent class with no transactions mapped to it. Proposed in writing June 29, accepted the same day, mapping confirmed June 30.



How the engagement ran

1

Complexity assessment

Before quoting, we profiled the Intacct company: counts, structure, dimensions and the reports the client actually uses. The result was a fixed-fee quote rather than an estimate.

2

Extraction package and discussion points

On June 11 we delivered the full Intacct extraction with a written list of open questions. The client answered the two headline questions the same day, reviewed the package with us on June 12, and confirmed the open decisions on June 15.

3

Data-quality decisions in writing

Transactions with no record type came across as journal entries. Missing or duplicated document numbers were given unique IDs. Duplicate account names were made unique, for example Notes Payable split into Current and Long Term. Intacct's unused item dimension was dropped, and because the QuickBooks API requires an item on every invoice line, one service item was created per income account.

4

Two cutoffs and a freeze

The first cutoff load, with data through March 31, 2026, went to the client on June 24 for review. June 26 was the last working day in Intacct. The final extraction ran June 27 and the final load, with data through June 26, was delivered July 3.

5

Client-side review

The client's accounting firm validated each load independently, comparing trial balances, balance sheets and the Intacct functional-expense report against QBO. Six milestone meetings were scheduled in the first week.

COMMERCIAL STRUCTURE

Paid complexity assessment, then a fixed-fee quote. Milestone billing tied to client approval of the extraction package and of the QBO test environment. A scope addition after the quote was invoiced separately rather than folded in.



Obstacles and how we resolved them

Six things went wrong or needed a decision mid-project. How a vendor handles those is a better guide than a clean story, so here they are in full.

The department constraint was found at review, not at design

The original plan put departments in QBO's Location field. After the first cutoff load, the client's reviewers compared Intacct and QBO reports and found transactions missing departments: on bills and invoices, Location holds one value per transaction. The constraint had not been tested when that plan was set. As the QuickBooks specialists, we should have caught it at design time, and we did not.

Resolution. Two options in writing on June 29, one chosen the same day, mapping confirmed June 30. Final load still three days early.

Grant classes mapped to the wrong key

In the first load, grant classes pulled the Intacct record number instead of the grant ID. The transformed data was correct; the error was introduced at load.

Resolution. Root cause confirmed June 26; fix applied during the freeze week before the final load.

AR aging did not tie

Two year-end audit-adjustment journal entries were not tagged to any customer in the Intacct extract. Loaded into QBO, their lines landed on individual customers and the aging stopped matching Intacct. Even before migration, the Intacct AR and AP agings did not tie to the trial balance.

Resolution. We gave the client the choice: tag lines to customers and lose the tie to Intacct, or hold about 20 lines on one miscellaneous customer. The client chose agings that match the trial balance.

A verbal requirement never reached the specification

A scoping instruction given on a June call, about limiting what history and records came across, was not written into the specification the technical team worked from. It caused rework and confusion on both sides.

Resolution. Addressed without moving the delivery date. The lesson we took: nothing agreed on a call counts until it is in the written discussion points.

Vendor ACH banking details did not come across

In Intacct, vendor bank details lived on the vendor record's bank file tab. They were clarified as a requirement on June 26, separately from the payment-method flag, which has no QBO equivalent. They were still missing from the final load, and the client had bills to pay.

Resolution. ACH details loaded for 77 vendor records on July 7, four days after the report. The client confirmed on July 8 that the data was in place.

Converted invoices flagged for approval

After go-live, converted invoices, although already paid, showed as requiring approval and filled the QBO task list. The client cleared them by hand.

Resolution. The lesson we took: check approval-workflow flags on converted transactions before handover.

SECTION 06

Validation

Checks on the final load

- ✓ Opening trial balance, Intacct against QBO
- ✓ Balance sheet at each fiscal year-end
- ✓ Income statement at each fiscal year-end
- ✓ AR and AP agings at each fiscal year-end and at the June 26, 2026 cutoff
- ✓ Statement of Activity by Class
- ✓ Exceptions file: transactions with no class in Intacct, assigned their department's parent class and listed for the client

The trial balance built from the extracted Intacct transactions was reconciled to the Intacct trial balance before any data was transformed. The agreed tolerance: AR and AP rounding differences of a few cents booked as a journal entry; anything of a dollar or more traced back to the source transaction.

In parallel, the client's accounting firm ran its own checks on each load: trial balance and balance sheets, the Intacct functional-expense report against the QBO profit and loss by department, and spot checks of open vendor and customer balances.

ATTACHMENTS

MIGRATED

2,552 attachment records (2,808 files) uploaded to QBO and linked to their transactions.

ARCHIVED, NOT MIGRATED

640 attachment records (658 files) not linked to any transaction, or linked only to transactions before the migration period, delivered to the client in the full Intacct attachment archive with a mapping workbook. These are archived, not migrated.

SECTION 07

Timeline and outcome

- **May 27** First discovery call
- **June 1** Complexity assessment complete; fixed-fee quote
- **June 11** Extraction package and discussion points delivered
- **June 15** Extraction decisions confirmed
- **June 24** First cutoff load delivered for review
- **June 26** Last working day in Intacct; department gap reported
- **June 27** Final extraction, ahead of July 1 renewal date
- **June 29** Class redesign proposed and accepted
- **July 3** Final load delivered (plan: July 6)
- **July 7** ACH details loaded for 77 vendors
- **July 23** Attachment linking complete

Outcome

MDHI left Intacct on its last working day, June 26, with the final extraction complete on June 27, ahead of the July 1 renewal date. The final load was delivered July 3 and the team was working day to day in QuickBooks Online by mid-July. Budgeting and grant reporting are set up to run on one class hierarchy that also carries the functional-expense split. Attachment linking finished July 23, as agreed, after go-live.



What made this work

● A fixed quote from a paid assessment

The client knew the price of the agreed scope before committing. A scope addition after the quote was invoiced separately rather than folded in.

● Decisions in writing, answered fast

Open questions went into a written discussion-points document, and the client turned answers around quickly, often the same day. That is how a five-week project stays five weeks.

● Options, not excuses, when the design broke

When the department gap surfaced, the client had two options in writing within three days. They picked one the same day.

● Two cutoffs and a hard freeze

A full review load nine days before the final load gave the client's reviewers time to find what we missed, while there was still time to fix it.

● An engaged client review team

The client's accounting firm validated every load independently. Several of the issues in this document were found by them, which is the point of the process.

Running grants and functional expenses in Sage Intacct?

Talk to us before your renewal date, and bring your list of dimensions. That is where this kind of migration is won or lost.

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