



To: Mark Rowden
Chief of Police
Highland Park Independent School District

From: Jacob Halter, P.E., PTOE

Date: October 16, 2026

Subject: Traffic Management Plan Comparison - Boone Elementary School and the
Compass School of Texas

Boone Elementary School is located between Northwest Highway and Airline Drive at 8385 Durham Street in Dallas, Texas. Northway Christian Church has submitted a proposal for a Specific Use Permit that would allow for private school operations at their facility, and the Compass School of Texas would be their school tenant. If approved, the Compass School of Texas is planning to relocate from its current location at 5414 W Northwest Highway, which is approximately two miles to the west of Boone Elementary School, to the existing Northway Christian Church, which is adjacent to Boone Elementary School to the west. No changes to Boone Elementary School are being proposed at this time. The current school operating at the church, known as Northway Christian Day School, is proposed to cease operation at this location upon the arrival of the Compass School of Texas.

Traffic Management Plans (TMP) have been developed for both schools. The DeShazo Group, Inc. ("DeShazo") developed a TMP for Boone Elementary School in 2024. Kimley-Horn performed observations of the operation of the Boone Elementary School TMP in 2026 and confirmed that the 2024 plan is functioning well and is still valid, needing no modifications. Elizabeth Crowe Engineering Associates, PLLC ("Crowe Engineering") prepared a TMP for the Compass School of Texas in June 2026.

The Compass School of Texas TMP Summary

Northway Christian Church has submitted a TMP for The Compass School, which is conditioned on its case being approved at City Council. According to its TMP, the Compass School of Texas plans to gradually increase its enrollment over time from 220 in the first year to a maximum of 340 students. The Compass School of Texas plans to have 1 arrival time and 3 dismissal times, as shown below in Table 4, taken directly from the Crowe Engineering report. All students will arrive between 7:55 AM, when it appears that the doors will open, and 8:25 AM, when school starts. The Pre-K, Kindergarten, and Primer students will be dismissed at 3:00 PM, and Grades 1-8 will be dismissed at 3:30.

According to the TMP, the Compass School plans to initially use only the northern parking lot for its drop-off and pick-up activities. However, the TMP explicitly includes plans for how the

school would use the southern parking lot, implying that at full enrollment, both lots will be used.

**Table 4: The Compass School of Texas Proposed Operations with Boone
Year 2027–2028**

School/Grade Levels	Number of Students*	Morning Arrival	Start Time	Number of Students*	Arrival Time for Pick-Up	Dismissal Time
Boone Elementary Pre-Kindergarten–Grade 4	462*	7:30 AM	7:55 AM	462*	2:55 PM	3:15 PM
Compass Pre-Kindergarten, Kindergarten, and Primer	80	7:55 AM	8:25 AM	50	2:45 PM	3:00 PM
Aftercare Enrichment				30	4:15 PM	4:30 PM
Grade 1– Grade 8	140	7:55 AM	8:25 AM	94	3:15 PM	3:30 PM
Aftercare Enrichment				46	4:15 PM	4:30 PM
Compass Total	220*					
Total enrollment of both schools	682*					

*Assumed and Projected Enrollments

The Compass School traffic for the northern parking lot would enter from Airline Road using a proposed driveway connection between the existing Northway Christian Church drop-off loop along Airline Road and the northern parking lot. Traffic is planned to exit back to Airline Road and would be directed to turn south, away from Northwest Highway, to avoid interaction with the Boone Elementary School queue. Southern parking lot traffic would enter from and exit to Wentwood Drive.

The Compass School downplays capacity concerns at the all-way stop-controlled intersections of Airline Road & Wentwood Drive and Durham Street & Wentwood Drive by stating that “an all-way stop controlled intersection with single lane approaches can accommodate up to 1,400 vehicles per hour.” To their credit, Crowe Engineering immediately qualifies the statement by saying, “Factors contributing to limiting this volume include traffic distribution, pedestrian and bicyclist volumes, and the number of turning vehicles.”

At the two intersections in question, there are relatively high pedestrian and bicyclist volumes, turning volumes, and the hourly traffic is compressed into half an hour or less. Crossing guards further reduce the capacity of the intersections. In the Crowe Engineering report, this number is simply given to provide perspective, not to define the capacity of these intersections, which Crowe Engineering implies are lower than the 1,400 vehicles per hour figure presented.



Boone Elementary School TMP Summary

The TMP for Boone Elementary School was prepared by DeShazo in 2024. Site observations for that TMP were performed Wednesday, March 20, 2024 through Friday, March 22, 2024. The 2024 TMP notes that the maximum observed queue was 54 vehicles.

Kimley-Horn observed the current operations of Boone Elementary School on Wednesday, September 9, 2026 and Thursday, September 10, 2026. These were typical weekdays when school was in session, and they were chosen to be multiple weeks after school had begun to allow travel patterns to normalize. The weather was hot, and there was no precipitation. Kimley-Horn observed the AM drop-off and PM pick-up time periods for both days.

Table 1 below summarizes the observations made on-site. The maximum queue across both days had 7 vehicles queued along Airline Road, approximately 150 feet back from the Northwest Highway frontage road. The queue did not extend past the northernmost driveway of the Northway Community Church along Airline Road. The maximum queue was 54 vehicles, which matches the queue observed in 2024.

It was noted that as many as 14 Boone Elementary School drivers were observed at one time to use the southern parking lot of Northway Christian Church to pick-up their students at dismissal.

Table 1 – Maximum Observed Queue Lengths

	Maximum Queue Lengths			
	Durham Queue	NW Highway Frontage Queue	Airline Queue	TOTAL QUEUE
AM Peak Hour Wednesday, 9/9	8 Vehicles	0 Vehicles	0 Vehicles	8 Vehicles
PM Peak Hour Wednesday, 9/9	19 Vehicles	31 Vehicles	4 Vehicles	54 Vehicles
AM Peak Hour Thursday, 9/10	10 Vehicles	0 Vehicles	0 Vehicles	10 Vehicles
PM Peak Hour Thursday, 9/10	15 Vehicles	31 Vehicles	7 Vehicles	53 Vehicles

The 2024 Boone Elementary School TMP is still in effect and runs well. During both days of observation, the afternoon pick-up queue cleared within 15 minutes of the school's 3:15 PM dismissal, and the morning drop-off queue was completely contained on Durham Street.

As many as 20 vehicles of parents and/or guardians were observed parking along the southern edge of Wentwood Drive. Then, either the parent and the student or just the student crosses Wentwood Drive. While some of these parents and students use the designated crosswalks at Durham Street or Airline Road, most cross directly from their car to the school. This, combined with the natural traffic along Wentwood Drive, causes many pedestrian-

vehicle interactions that could lead to crashes or injuries. This is not part of the current school TMP, and school staff have repeatedly told parents that this is not allowed, but parents continue to ignore the warnings and use Wentwood to drop-off or pick-up their students. There is not much more the school staff can do to stop this, as Wentwood Drive is not school property and they cannot prohibit drivers from parking along the street.

As the schoolchildren leave the school on foot or by bike, they tend to travel along the northern side of Wentwood Drive on their way to Airline Road or Durham Street. As they travel to Airline Road, they cross the driveway entrances to the southern parking lot of Northway Christian Church. This is currently an unmanaged crosswalk, as there is no crossing guard or teacher to supervise. It is not realistic, as is recommended in the Compass School TMP, to require schoolchildren wanting to travel west on Wentwood Drive to travel east to Durham Street, cross the crosswalk to the southern side of the street, and then retrace their steps down Wentwood Drive to get to Airline Road and beyond. Schoolchildren leaving the school would need to be physically blocked from the shortest route in order to be forced to take the prescribed route, and schoolchildren coming to school in the morning would be near impossible to force to the other route. Therefore, a Boone Elementary School staff member, a Compass School staff member (if approved), or a crossing guard should be placed at this driveway to manage the interactions between drivers and students.

School TMP Interaction

Currently, the existing school at Northway Christian Church, the Northway Christian Day School, and Boone Elementary School do not interact in significant ways. The Northway Christian Day School does not have a large student population and simply uses the church's southern parking lot for its pick-up and drop-off operations.

If the Compass School of Texas is introduced to the area, a number of interactions must be considered.

The Compass School of Texas plans initially to use only the northern lot for their drop-off and pick-up operations, but their TMP includes plans to use the southern parking lot of Northway Christian Church. Therefore, in its current form, the Compass School TMP must address all interactions along Wentwood Drive.

As noted in the Boone Elementary School TMP discussion, there needs to be a crossing guard at the intersection of Wentwood Drive and the driveway to the southern parking lot of Northway Christian Church to control the conflicts between schoolchildren and drivers entering and exiting the parking lot. Otherwise, schoolchildren and an active queue entrance and exit point will be in conflict on a daily basis.

Wentwood Drive, as noted earlier in this report, has a number of risky interactions between drivers already along Wentwood Drive, students and parents crossing Wentwood Drive, and



the parents driving before and after they pick up their students. Because the Compass School of Texas will use Wentwood Drive to load and unload the southern parking lot, these interactions will become more frequent. Convincing parents to avoid parking along Wentwood Drive will become a more pressing issue.

Using the southern parking lot will displace the Boone Elementary School drivers who were using it previously. According to our observations, this could add as many as 14 vehicles to the maximum pick-up queue length.

The Compass School of Texas and Northway Christian church plan to build a connection between Airline Road and their northern parking lot. This is substantially better than a situation where their northern lot loads and unloads from the Northwest Highway frontage road, but the issue of queue overlap still remains. In our observations, the Boone Elementary School queue did not extend past the Northway Christian Church driveway to Airline Road, but it did get close. If the weather is bad and more parents decide to drive to pick up their children, if the drivers who were using the southern parking lot now have to join the queue, and/or if drivers using Wentwood are persuaded to use the queue, the queue is more likely to extend back to and past the Northway Christian Church driveway. The currently proposed TMP for the Compass School of Texas does address this by indicating that all school traffic is to turn south along Airline Drive in an effort to avoid any interference traveling north, but this will be a problem that may require active intersection management.

The best way to address operational interferences between schools is by adjusting the schedules of the schools so that they align more favorably. As proposed, the Pre-K, Kindergarten, and Primer dismissal from the north parking lot at 3:00 PM and the Grades 1-8 dismissal from both parking lots at 3:30 PM may benefit from shifting their times.

The busy times for Boone Elementary School pick-up queue are from about 3:05 PM to about 3:30. Anything outside of these times is likely to encounter little interference. The operation of the Pre-K, Kindergarten, and Primer dismissal overlap with the Boone Elementary School will depend on how quickly all the students can be dismissed. If the exiting queue is done within 5-10 minutes, then 3:00 PM may be a fine dismissal time. If, however, it stretches consistently to 3:15, which is when the Boone Elementary School queue experiences its maximum length, then the exiting traffic to Airline Drive may experience negative interactions with the Boone pick-up queue.

The Grades 1-8 operations are proposed to have parents start arriving at 3:15 PM and dismissing the students at 3:30. While the outbound movements will experience little resistance from Boone traffic since the Boone queue is consistently cleared by 3:30, the loading of the parking lots will overlap with the busiest times for the Boone queue, and inbound Compass School drivers will interact with the heaviest volumes of Boone pedestrian and vehicle volumes.



Recommendations

If the Compass School of Texas zoning request is approved, I recommend the following:

- Move the Compass School of Texas Grades 1-8 arrival time to 3:30 PM and the dismissal time to 3:45.
 - o This will ensure that drivers for the Compass School of Texas do not have to overlap with the Boone Elementary School pick-up queue.
 - o If the dismissal times are kept as is, the Compass School traffic will overlap with not only the busiest times for Boone Elementary vehicles but also the busiest times for the schoolchildren walking home from the campus. The overlap causes easily avoidable interactions between schoolchildren and drivers, which would be particularly bad if the Compass School were to start using the southern parking lot and these interactions occurred at the driveway intersections with Wentwood Drive.
- Move the Pre-K, Kindergarten, and Primer dismissal time forward to 2:50 PM.
 - o This will give drivers time to exit the parking lot before the Boone queue reaches its maximum extent.
- Coordinate future changes to the Compass School of Texas TMP with Highland Park ISD.
 - o This will ensure that the changes can be implemented without unnecessary conflicts with the existing Boone operations.
 - o These changes would include beginning to use the southern parking lot of Northway Christian Church in the overall TMP, as the Compass School's TMP states that the initial operations will omit this parking lot.

Because the morning drop-off operations tend to be much more spread out through the peak hour, no recommendations are necessary for the morning arrival times.

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