

The background of the entire slide is a dark red map of Somerville, Massachusetts. The map shows a dense grid of streets and building footprints in a lighter red color. The text is overlaid on this map.

**BLOOMBERG  
HARVARD**

City  
Leadership  
Initiative

0025SD

# **IN THE GREEN**

## **Negotiating Rail Expansion in Somerville, MA**

**NEGOTIATION CASE SERIES**

# AGENDA

- Case overview
- Negotiation concepts
- Case analysis
- Epilogue
- Key takeaways





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# CASE OVERVIEW

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- What is the story in this case?



# CASE OVERVIEW

- Who were the major stakeholders in this negotiation?
- From Mayor Curtatone's perspective, who were allies, adversaries, and recruitables?



# CASE OVERVIEW

- What were the substance, process, and relationship considerations featured in this case? How did they change over time?

## Phases of the negotiation:

1. SomerVision
2. NewStarts grant
3. Simplifications
4. Final push

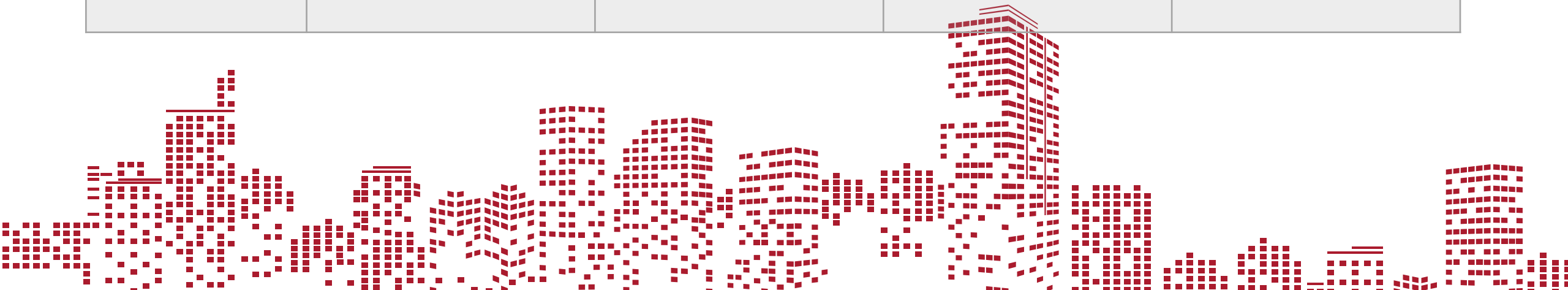




# CASE OVERVIEW

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	Phase I (SomerVision)	Phase II (NewStarts grant)	Phase III (Simplifications)	Phase IV (Final push)
Process				
Substance				
Relationship				



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# CASE CONCEPTS



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- **Unstable coalitions:** allies, adversaries, or recruitables (AARs) change frequently through the negotiation
- **Sequencing:** strategic order for negotiation moves
- **Process leadership:** ability to set the agenda and determine a process to frame the negotiation



# CASE CONCEPTS

- **Game-changing moves:** simultaneously strengthen your BATNA and weaken your counterparts' BATNA
- **Broadcasting:** strategically increasing the scope of a negotiation
- **Narrowcasting:** strategically decreasing the scope of a negotiation
- **Dealing with spoilers:** confronting or actively engaging stakeholders who have an interest in no negotiated agreement



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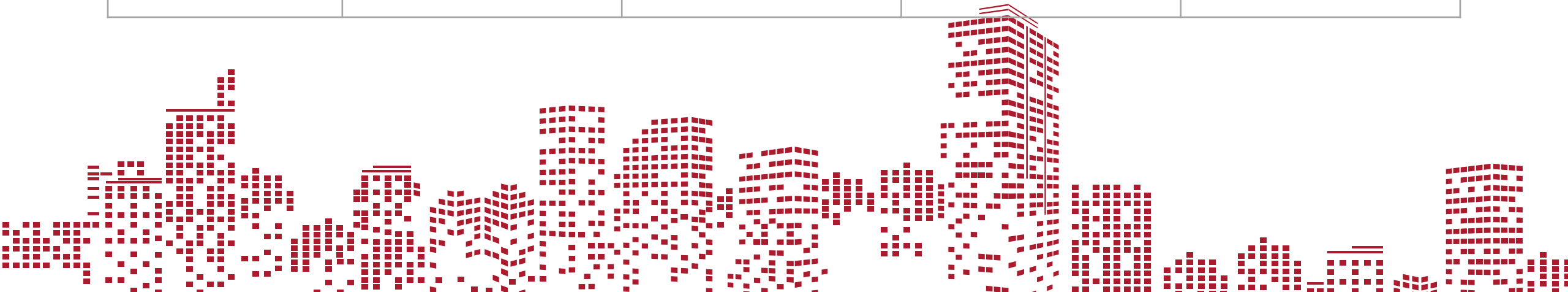
# CASE ANALYSIS



# CASE ANALYSIS: GAME-CHANGING MOVES

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	Phase I (SomerVision)	Phase II (NewStarts grant)	Phase III (Simplifications)	Phase IV (Final push)
Relevant negotiation concepts				
Curtatone's game-changing moves				



# CASE ANALYSIS: MISSED OPPORTUNITIES

At the end of the case, it looked like Curtatone had secured Phase 1 funding for the GLX. But there were other times when the agreement looked solid and something happened to derail the negotiation.

- Do you think Curtatone had done enough by the end of the case to secure the GLX in Somerville?
- What else could he have done in each phase to better secure a sustainable deal?



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# TAKEAWAYS



# TAKEAWAYS

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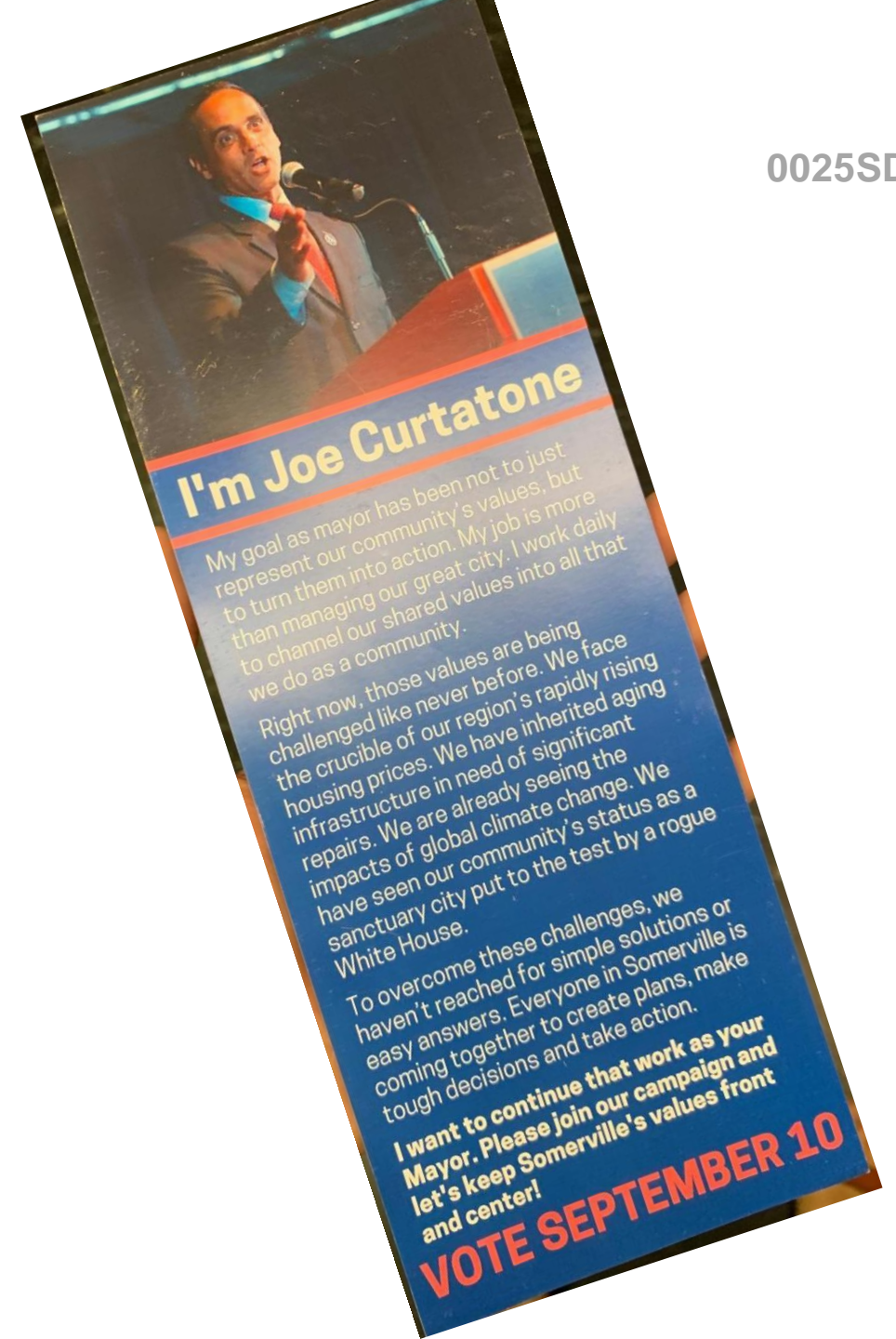
- In multi-party negotiations, coalitions of allies and adversaries are unstable, meaning that they change depending on different parties' actions at different moments in a negotiation.
- To anticipate these changes, strong negotiators “map the table” by examining different parties' views on multiple issues and sub-issues, including different parties' views on other negotiators.
- It is wise to take the initiative and scan for potential deal opponents or spoilers and strategize accordingly.
- Since every move or action has many consequences in a negotiation, intended and unintended, it is wise to examine these consequences and time actions accordingly (sequencing). Strong actions in a negotiation (game-changing moves) expand or limit the issues at hand for the negotiator, their allies, and their adversaries.

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# EPILOGUE



“Our community fought for the Green Line Extension for decades, and in 2021 it will open, putting 85 percent of Somervillians within half a mile of a T Station. . . Over the last two years we have begun picking up the pace and laying the groundwork for progress. In the next two years, we are going to accomplish goals our city has pursued for decades and continue working to overcome our community’s next challenges.”





# APPENDIX: PROPOSED GLX ROUTE

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