



# TABLE OF CONTENTS

MESSAGE FROM THE ACTING CHAIRMAN	3
INTRODUCTION	. 4
MISSION STATEMENT, STRATEGIC GOALS & OUTCOMES	. 5
KEEPING PACE WITH CHANGE: THEMES & PRIORITIES FOR 2007-2012	. 9
ACHIEVING SUCCESS: BUSINESS PROCESSES, MEANS & STRATEGIES	. 13
FORWARD LOOKING—FUTURE BUSINESS TRENDS & CHALLENGES	. 16
EFFECTING SUCCESS: COORDINATION ON CROSS-CUTTING ISSUES	. 19
MEASURING SUCCESS: PERFORMANCE STRUCTURE	. 22
PROGRAM EVALUATIONS: PAST, PRESENT & FUTURE	. 26
APPENDIX	27
U.S. Commodity Exchanges & Derivatives Clearing Organizations	27
Commodity Futures Trading Commission History at a Glance	28
Contract Markets Designated by the CFTC, 2002 – 2007	32
Number of CFTC-Registered Derivatives Clearing Organizations, 2002 – 2007	33
Exempt Commercial Markets, 2002 – 2007	34
Exempt Boards of Trade, 2002 – 2007	35
Growth in Volume of Futures & Option Contracts Traded & CFTC FTEs, 1997 – 2007	36
Actively Traded Futures & Option Contracts, 1997 – 2007	37
Preservation of Market Integrity and Protection of Market Users	38
Growth of Foreign Commodity Trading	39
Customer Funds Held in Futures Commission Merchant Accounts, 1997 – 2007	39
Number of Registrants	40
Outcomes & Business Processes by Strategic Goal	41
List of Acronyms	45
Publications & Information	48





COMMODITY FUTURES TRADING COMMISSION

# STRATEGIC PLAN

2 0 0 7 - 2 0 1 2





Protecting market users and the public from fraud, manipulation, and abusive trading practices and fostering open, competitive, and financially sound markets.







## A MESSAGE FROM THE ACTING CHAIRMAN

Beyond a doubt, the largest structural change affecting the oversight of financial markets in the last decade is global competition brought on by the cyber-revolution. Without leaving their desks, traders now have a variety of choices on where to trade financial instruments, regardless of physical borders. This competition has significantly lowered costs and spurred innovation. More than ever, commercial entities, traders, and consumers are using U.S. derivatives markets to manage risk and discover prices for the greater benefit of the economy.

Technology allows a world marketplace to exist but for the laws and regulations that limit its development. Unfortunately, regulation often lags behind these global market trends, and regulators frequently find themselves playing defense as problems unfold. Regulators may attempt to meet these challenges by adopting detailed rules, but the breakneck pace of innovation inevitably changes the landscape, making the rules outdated almost upon enactment.

Fortunately, Congress, during the Commodity Futures Trading Commission's (CFTC) reauthorization in 2000, anticipated this change and enacted a less prescriptive, principles-based regulatory regime in the Commodity Futures Modernization Act (CFMA). During the past 10 years, volume on U.S. futures exchanges has quintupled. In 2006, trading of U.S. futures and options accounted for 38 percent of global volume in these markets. By all measures, this industry has been enormously successful competing on a global scale.

As we submit our strategic plan for fiscal year (FY) 2007 through FY 2012, we recognize both the dramatic growth of the futures industry since the passage of the CFMA and the succeeding market developments that now shape the debate surrounding current CFTC reauthorization. In addressing these trends, the CFTC must continue to modernize its technological infrastructure and empower its employees to embrace the risk-based, flexible regulatory structure provided by Congress to meet these global developments.

The Commission is keenly aware of the importance of energy and agricultural prices and supplies to our Nation's consumers, producers, and economy in general. For that reason, the Commission continues to surveil closely all markets in our charge and commits to working closely with Congress, other regulators, and market participants to ensure that our regulatory structure keeps pace with the ever changing global marketplace.

Walter L. Lukken Acting Chairman

September 30, 2007

Walte Kulde



# DOCKET

# Explore Litigation Insights



Docket Alarm provides insights to develop a more informed litigation strategy and the peace of mind of knowing you're on top of things.

## **Real-Time Litigation Alerts**



Keep your litigation team up-to-date with **real-time** alerts and advanced team management tools built for the enterprise, all while greatly reducing PACER spend.

Our comprehensive service means we can handle Federal, State, and Administrative courts across the country.

### **Advanced Docket Research**



With over 230 million records, Docket Alarm's cloud-native docket research platform finds what other services can't. Coverage includes Federal, State, plus PTAB, TTAB, ITC and NLRB decisions, all in one place.

Identify arguments that have been successful in the past with full text, pinpoint searching. Link to case law cited within any court document via Fastcase.

### **Analytics At Your Fingertips**



Learn what happened the last time a particular judge, opposing counsel or company faced cases similar to yours.

Advanced out-of-the-box PTAB and TTAB analytics are always at your fingertips.

#### API

Docket Alarm offers a powerful API (application programming interface) to developers that want to integrate case filings into their apps.

#### **LAW FIRMS**

Build custom dashboards for your attorneys and clients with live data direct from the court.

Automate many repetitive legal tasks like conflict checks, document management, and marketing.

#### **FINANCIAL INSTITUTIONS**

Litigation and bankruptcy checks for companies and debtors.

#### **E-DISCOVERY AND LEGAL VENDORS**

Sync your system to PACER to automate legal marketing.

