SPECIAL ISSUE

ICOLOGS Investment Guide

FAMILY BUSINESS

SAVE BIG: MOVE GRANDMA IN

SMART WAYS TO PASS ON WEALTH

REAL ESTATE

BUY OR RENT? CITY-BY-CITY GUIDE

STOCKS

LAND-RICH COMPANIES

COMMODITIES BEST INFLATION HEDGES

RETIREMENT

GUARANTEED INCOME

FRAUD

SCAM CAPITAL OF AMERICA

BONDS

BEATING TREASURYS



OPINIONS

6 Readers Say

10 Sidelines | William Baldwin Dump your losses on the IRS.

13 Fact and Comment | Steve Forbes writes a tribute to Jack Kemp.

17 Current Events | Amity Shlaes on daring to talk back to the government.

19 Digital Rules | Rich Karlgaard says scared CEOs are holding us back.

20 Ideas & Opinions | Elizabeth Corcoran George Akerlof believes consumers' confidence plays a tricky role in moving the economy.

OUTFRONT

24 Vaccine Accelerator To stop a pandemic, we need something faster than a chicken egg. *By Matthew Herper*

26 When Workers Become Capitalists Will the Chrysler and GM employee-ownership plans work? *By Jonathan Fahey*



30 Dr. Debt Louis Reijtenbagh used everything to borrow money. *By Nathan Vardi*

34 Backseat Driver | Michelle, Buy a Jeep *By Jerry Flint*

Plus: Fumento on the flu ... Well-funded opinion.

ENERGY AND GENIUS

36 The Indiana Jones of Fungus Hunters Gary Strobel's latest find: a fungus that produces diesel. *By Christopher Helman*

BREAKTHROUGHS

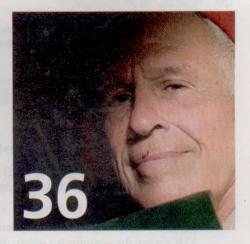
40 The Self-Aware Earth First came the computer. Then the Internet. Then awareness. *By Quentin Hardy*

42 Digital Tools | Affiliated With Taxes By Lee Gomes

EXECUTIVE HEALTH

44 Rating Your Doctor It's time to stop choosing on prestige. *By David Whelan*





ENTREPRENEURS

50 Should You Declare Bankruptcy? It's a hard choice. Here's how to make it. By Melanie Lindner

FORBES LIFE

54 Garden of Earthly Delights
Dan Heims' passion for plants feeds a
business—and a great private collection.
By Rebecca Ruiz

INTERNATIONAL

56 The Treasure of the Sierra Madre There's a fortune to be made hauling silver out of Mexico. *By Jesse Bogan*

THOUGHTS

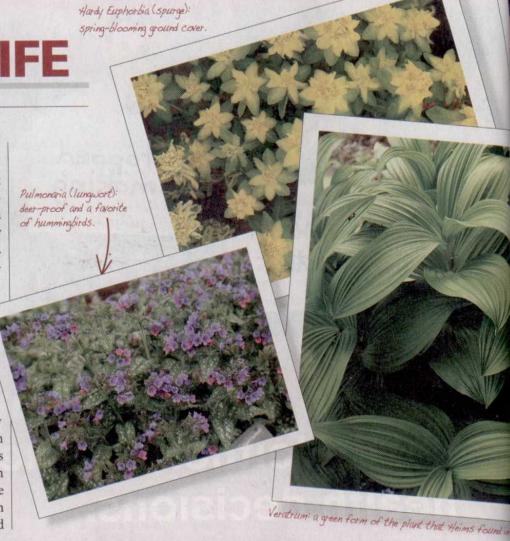
128 Heaven Can Wait



HORTICULTURE

TANDING IN A SMALL WINDOWless room, surrounded by thousands of plants sprouting in test tubes and 4-inch plastic containers, Daniel Heims focuses on a quarter-inch sprig. The Brunnera is a showy little ground cover with heart-shaped leaves. But Heims is looking for signs of a distinctive mutation that could make his Canby, Ore. company, Terra Nova Nurseries, a lot of money. The specimen is an ideal variegation, as certain mutations are known in the plant breeding world. "Yeah, baby, yeah," says Heims, Terra Nova's 55-year-old cofounder and president, to Harini Korlipara, a Ph.D. cytogeneticist.

This particular mutation came about by chance and will be propagated through tissue culture, a technique that Heims has practiced for two decades. The plant's growth tip ("Think of it like a human stem cell," he says) is extracted from the bud and placed in agar and a mixture of sugar, hormones and



Garden of Earthly Delights

Lace-leaf maple: decora small trees with la dissected following

Dan Heims' passion for plants feeds a business—and a great private collection. By Rebecca Ruiz

fertilizer where it replicates quickly. Variegations double a plant's value, and this Brunnera might go for \$6 instead of \$3. It seems a small sum, but annually the nursery usually sells 5,000 to 35,000 plants per variety. This number has been known to reach 100,000 for the most popular varieties. But first the Brunnera has to survive the testing process.

Each year the nursery starts 75,000 seedlings, winnowed to as few as five plants, which then undergo a rigorous three-year series of stress tests (heat, cold, sun, shade and so forth). A handful of new varieties survives every year, contributing to the business Heims and partner Kenneth Brown started in 1992. Last year it sold \$6.8 million of botanical goods to garden centers and wholesalers that supply chains like Lowe's. Adding up inventory, real estate, equipment and royalties from

patents, Heims values his firm at \$15 million.

But what really switches on Heims' chloroplasts is breeding and collecting. He is best known for exploiting a mutation in the Heuchera, a plant with rosette-shaped leaves and delicate flowers native to North American gardens. In 1986, while walking through a Portland nursery, he spotted a white-splashed specimen—a 1-in-10,000 mutation—and has since bred 50-plus varieties in numerous shades, including red, orange and yellow.

"He's a great plantsman," says Simon Crawford, a collector who has judged Heims' plants for the Royal Horticultural Society. "It's the depth of his knowledge—he knows how to get great combinations." Flattering, all right, and true to Heims' ambition: "If I can make a plant that's out there forever, that's one way I could reach immortality."

The quest for eternal life started modestly. As a kid, Heims collected exotic fish and comic books, a passion he shared with high school chum Matt Groening (he of *The Simpsons*). While getting a degree in communications (a minor in botany) from the University of Oregon at Eugene, Heims moved into a basement and outfitted it with racks of fluorescent lights to grow rare plants. The hobby became Exotic Plants Unlimited, a company that sold 1,200 different forms of biotica, many grown from clippings he gathered while backpacking in Hawaii. After the business went bust, he started a landscaping outfit.

Heims dates his collecting mania to his affair with the lowly Hosta, a plant with lily-like flowers. Smitten with its tropical foliage, color variations and versatility—it can survive a hard freeze—Heims collected 850 of them.



Euphorbia (Tasmanian Tiger): a shrubby plant Heims picked up in Australia.

"Any minute difference and I was all over it," he says.

In 1992, after selling his landscaping company to his foreman for \$59,000, Heims took his first trip to Japan. It changed his life. After years of correspondence, he met fellow collector Yoshimichi Hirose and the renowned horticulturist Masato Yokoi, whom Heims fondly refers to as his sensei. The trio was driving up Mount Fuji when Heims yelled, "Fuiri-ba!" ("Variegation!") After stopping the car he pointed to a Veratrum japonicum, a rare poisonous herb with glossy, pleated dark-green leaves and never-seen bold white stripes. "Their eyes got this look," Heims

recalls. "They [thought] they'd seen every variegated plant in the world." Grabbing shovel and plastic bag, they forded a stream to dig

up the plant.

Heims has traveled much of the globe in search of species he can sell or keep for himself. Hiking the Poás Volcano national park in Costa Rica in 2002, he came across a variegated Gunnera, with leaves three feet wide and splashes of white with a red vein-"one of my Holy Grail plants." Alas, it was too close to a ranger's station. Heims rushed to get a permit, and when he returned, the plant was gone. This summer he's on his way to South Africa to find succulents and wildflowers. Once, visiting a private garden in

Australia, Heims found Oxalis bulbs from the Tasmanian national collection in a pot. A colorful array of his favorites grow on every square inch in his home garden, a third of an acre in southwest Portland: ferns flush with orange tones from the Chilean Andes; a small grove of Japanese maples; slate-blue hellebores bought for \$25 from a breeder. The most he has personally spent on a plant is \$150 for a Japanese toad lily. Many of his more valuable items-a \$20,000 gold-edged orchid from Japan, for example—he received as gifts or in trades. He gets vegetation through customs via a commercial license to import. It still has to pass USDA inspection.

Little steps on the road to immortality.